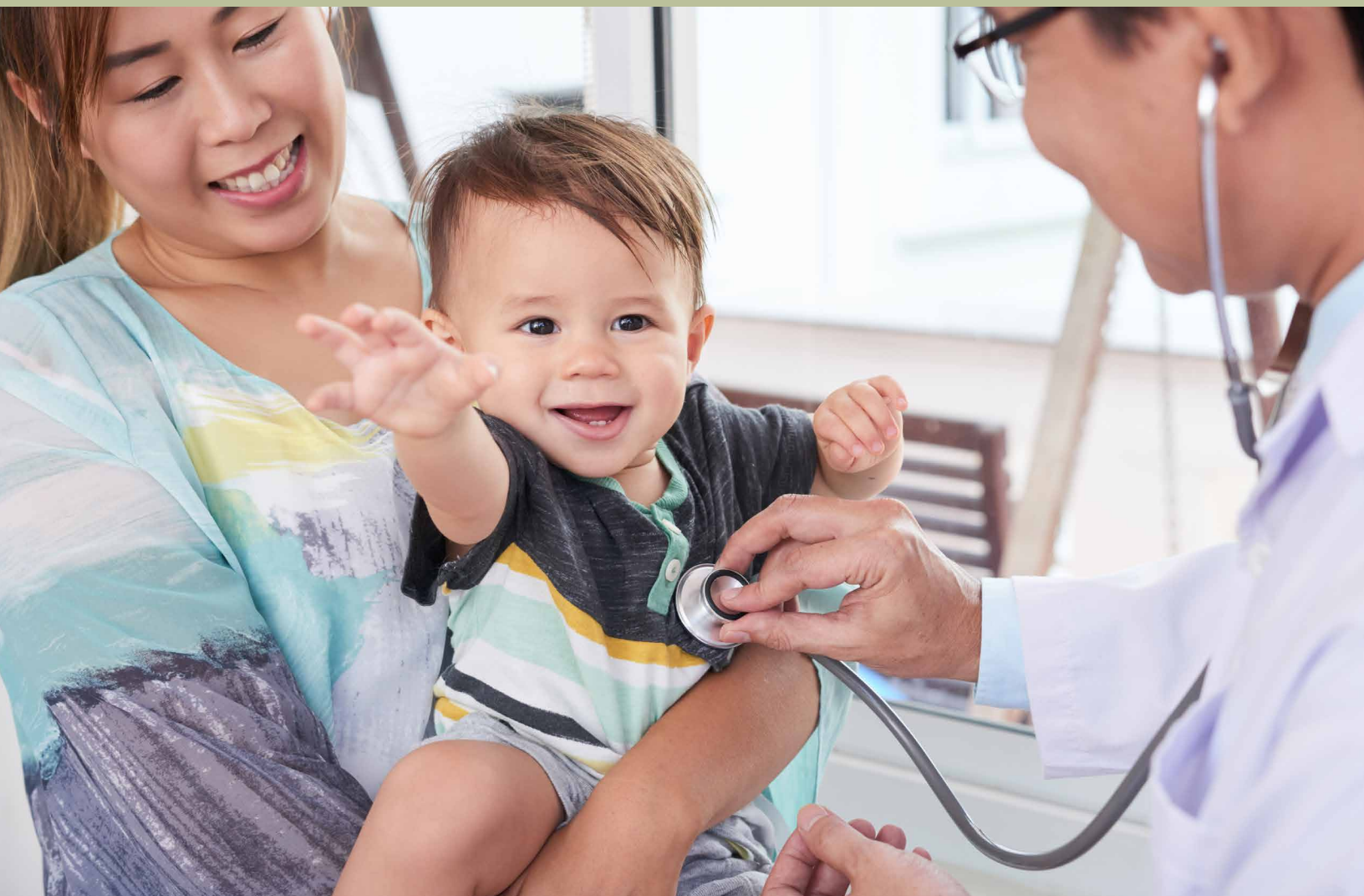


Annual Report 2023/24



Fraser Northwest
Division of Family Practice
An FPSC initiative



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

- 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
- 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 Amelia Nuhn, Co-chair
Dr Ravi Parhar, Treasurer
Dr Cathy Clelland, Secretary
Dr William Mak
Dr Nimeera Kassam

Dr Kavisha Gunawardane, Resident Advisor
Dr Tarek Khalil, Knowledge Keeper
Dr Amber Jarvie
Dr Nahla Fahmy
Karen Grommada

Land Acknowledgement

We mindfully acknowledge that we work, play, and live within the ancestral, traditional territory of the Kʷikʷəǵəm (Kwkwetlem), Qiqéyt (Key-Kayt) and Coast Salish Nations.

A Message from our Co-Chairs

For family physicians, providing the best possible patient care is always front and centre. The intense demand for primary care can make it extremely difficult for individual members to find time to pursue any opportunities they may see for improvements in the delivery of health care. The Fraser Northwest Division of Family Practice helps fill this role, and it has been rewarding to serve as your Co-Chairs and see up-close what our collective voices can achieve.

This year, we completed several multi-year Shared Care projects, such as Palliative Care and Adult Mental Health and Substance Use, which supported enhanced patient care through physician educational opportunities and the development of on-demand resources. These and other Shared Care initiatives were developed thanks to the insights and suggestions of our members, so if you have ideas for future Shared Care initiatives, we encourage you to get in touch with the Division.

While we continue to face many challenges in primary care, our Division has made strong strides in support of our mission to enhance family medicine in our region for patients and physicians alike.

As many members run their own practices, this year the Division introduced monthly Physician Business Meetings to create an opportunity for collaboration and information-sharing. The expert-led professional development sessions on clinical operations complemented these meetings. We've heard from several colleagues how much they valued these forums, as well as more socially focused events that enable peers to come together.

Bringing family physicians' priorities to life is made possible thanks to our many physician volunteers and dedicated Division staff. After nine years, we said goodbye with gratitude to our longtime Executive Director, Kristan Ash, and welcomed Vera LeFranc into this leadership role. With her background in health care, social services and municipal government, Vera brings great expertise and enthusiasm to this role.

On behalf of the board, we thank each and every one of you for the work you do every day to create healthier lives and futures for your patients and colleagues across our community. We look forward to another active year ahead.



Dr Amelia Nuhn



Dr Gina Zheng

Co-Chairs, Fraser Northwest Division of Family Practice

Executive Director's Message

What a pleasure it has been to join the Fraser Northwest Division of Family Practice this year. The passion family physicians have for primary care is truly inspiring. With all the demands on members' time, it has been incredible to see so many members attending events, contributing their knowledge to Division initiatives, and supporting each other as colleagues and friends.

As Executive Director, I have the privilege of working not only with incredible members but also with an exceptionally dedicated and talented staff team. I am grateful to them for all of their hard work and to the previous Executive Director for building such a solid foundation upon which to foster positive changes for primary care.

The scope of the Division's projects and programs is both broad and deep. This year, dozens of members collaborated with allied health partners and Health Authority representatives on the Division's 23 working groups and committees, each of which is focused on a distinct aspect of improving the health care experience for everyone involved.

As we all know, demand for family doctors outstrips capacity right across the country. In Fraser Northwest, our Division team has been working to attract new physicians to our community and explore new ways of increasing attachment. While the challenge remains, we have been seeing success from our efforts, with some 9,500 patients attached in the last year, the highest number since the Health Connect registry was created in 2019.

As well, the number of providers in our PCN has also grown. Soon, we will be taking a fresh look at how we might evolve and enhance supports to ensure the PCN remains responsive to a changing health care landscape.

Everything we do at the Division is made possible thanks to you, our members. I have enjoyed meeting many of you in the past several months and hope to meet many more in the coming year. Thank you for giving me the opportunity to be part of such a dynamic and impactful organization. I know we have an exciting year ahead.



Vera LeFranc

Executive Director

Fraser Northwest Division of Family Practice

Physicians of the Year



Congratulations to all Physicians of the Year Award winners!



Dr Dayna Mudie, Family Doctor of the Year

The Family Doctor of the Year award provides exemplary patient care and contributes to excellence in family medicine. Winner Dr Dayna Mudie is

recognized for her compassionate care and patience, going above and beyond to ensure her patients always feel safe and comfortable.



Dr Dale Clayton, Specialist of the Year

This Specialist of the Year Award recognizes a specialist who provides both exemplary patient care and collaborates with family physicians to improve transitions in care.

This year's winner, Dr Dale Clayton, was nominated for his supportive and informative care that respects patient autonomy.



Manveer Jawanda, Patient Medical Home Staff Member of the Year

The Patient Medical Home Staff Member of the Year is awarded to an office staff member who provides outstanding patient support and takes part in quality

improvement activities. Manveer Jawanda is recognized for her attention to detail, appetite for learning, and commitment to efficient office operations.



Sukhi Jassar, Patient Care Team Member of the Year

The Patient Care Team Member of the Year celebrates outstanding support to the team. Sukhi Jassar is recognized for her deep compassion for patients, can-do

outlook, and contribution to her profession.

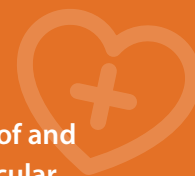
Eagle Ridge Hospital, Hospitalists Colleagues of the Year Award



This award recognizes a team of hospitalists who provide exemplary care to patients, and collaborate with colleagues and community-based physicians to improve the transitions in care. Eagle Ridge Hospital's winning team includes Dr Al-Jawadi, Dr Amariei, Dr Farhangpour, Dr Gall, Dr Gooderham, Dr Hahn, Dr Jung, Dr Kan, Dr Keenan, Dr Mooris, Dr Nair, Dr Nasser, Dr Nazerali, Dr Sumar, Dr Sy, Dr Taub, Dr Vasile, Dr Warneboldt, Dr Webb, Dr Wong, and Dr Yun.

Thank You!

Our Division exists because of and for our members. With particular appreciation to those who so generously support our initiatives, participate in committees and working groups, attend events or share your expertise, we thank each of you for making our communities and our Division better.



Primary Care Network: Working Together To Enhance Patient Care

The Fraser Northwest Division's Primary Care Network (PCN) was developed to improve both the patient and care provider experience by creating connections to streamline patients' journey through the health care system, enhance system capacity, and support physicians in providing quality longitudinal care. Our Primary Care Network brings together family physicians, allied health providers, and health-authority services in our communities.

Fraser Northwest Division's PCN

5 YEARS Supporting our COMMUNITIES



Registered Nurse in Practice Initiative

Our Registered Nurse in Practice Initiative was created to provide interim Quality Improvement support to Patient Medical Homes (PMH). Types of QI work that these relief RNs deliver includes:

- Complex care planning and management
- Mental health referrals
- Emergency preparedness
- Vaccination reviews
- Review lab work
- Independent visits for direct patient care
- Education and self-management patient support.

This year, our PCN fully benefitted from available funding and provided **36.8 FTE RN positions** in support of **28 PMHs**.



Rapid Access Mental Health Supports

To optimize mental health supports at SHARE Family and Community Services, our PCN-funded care team worked in tandem with the Fraser Health Authority-funded PCN Mental Health Clinicians team. Together, these teams provided nine (four to five each) clinicians dedicated to helping patients seeking rapid access to mental health care.



Indigenous Supports

One of our PCN partners, the Kwikwetlem First Nation, worked to identify the resources needed by Indigenous patients to support increased attachment and access to primary care. Key findings included an interest in having family physicians conduct outreach in the community. A dedicated health clinic continues to pursue relationships with other partners in the Tri-Cities. The Division's PCN contributes to the clinic with two family physicians who attend onsite, as well as a support worker.

Community Health Nurse Model Updated

In December, the Community Health Nurse (CHN) model was expanded to enable the provision of a broad range of services, such as palliative care, wound care and case management. By integrating into clinical settings through this expanded model, CHNs have increased communication and collaboration between community health care providers and have been able to optimize the number of patient home visits. Each clinic is supported by a network of patient-centred PCN resources on topics such as Home Health, Mental Health, Pharmacy and Social Work. During the year, a total of 8 PCN/CHN Lunch and Learn sessions were held.



Attachment

Our Division's Health Connect Registry, formerly known as the Attachment Hub, helps match patients seeking a primary care provider with family physicians and nurse practitioners accepting patients.

**Since the registry's launch five years ago, more than
23,000 patients have been attached.
This year, we connected a record
9,500 patients to a primary care provider.**

The demand for longitudinal family medicine continues to grow, with the registry's waitlist increasing each month. At the end of our fiscal year in March, there were 1,694 people on the waitlist.

**64 Patient Medical
Homes in our PCN**

Supporting Community-Based Physicians & Teams

Patient Medical Home Sustainability Program

Our Division's Patient Medical Home (PMH) program aims to provide in-practice resources and support to Division members and their clinic teams to reduce administrative burdens on providers, foster innovation within the practice setting, and ultimately strengthen the sustainability of primary care in our communities. Through direct member feedback and consultation, the Division has worked to identify and respond to the challenges and opportunities inherent within the constantly shifting primary care landscape. Challenges such as practice cost increases, reduced medical office staff resources, and system infrastructure challenges like access to medical imaging, have all contributed to increased provider burnout and reduced capacity to address issues outside of direct patient care.

New Business Operator Meetings

To foster collaboration among community physicians, we introduced monthly Business Operator Meetings. This forum enables members who run practices to connect with their peers on topics such as cost-saving measures, clinical operations, the longitudinal physician model, and workflow management.

13 Business Operator Meetings were held
across **15** PMHs

Brad Anderson Sessions

The Division also supported physicians operating businesses with a series of professional development sessions featuring industry leader, Brad Anderson. These popular sessions provided a collaborative forum for physicians to address questions regarding clinical operations. Topics included:



**Defining
clinical values**



**Leading strategic
discussions**



**Managing relationships
during negotiations**

Cultural Safety & Humility Training

To support the respectful delivery of care in our region's clinics, cultural safety and humility education sessions were provided by a local partner, Ernie Cardinal, from Spirit of The Children. One Division PMH has participated in these sessions. Efforts are underway to raise awareness of this opportunity to other interested clinics in the coming year.



The Able Care Medical Clinic team with Cultural Safety and Humility Training facilitator, Ernie Cardinal (second row, in blue suit).

“Friendly, safe and inspirational atmosphere, encouraging insight into aboriginal culture and discussion about past and present difficulties of aboriginal people.”

– Cultural Safety and Humility Trainee

“I found it very important to learn firsthand about the experiences of indigenous people in the healthcare system in BC.”

– Cultural Safety and Humility Trainee

Referral Navigator

The PMH referral navigator was introduced this year to assist family practices in optimizing the referral process. In particular, it helps clinics identify when specialists reject referrals and understand the reason for rejection. This year, a total of 23 rejected referrals were investigated.

Website and Online Bookings Support

In 2023/24, the Division provided website development and online booking support for 30 clinics. While the need remains, due to funding changes for this internal Division resource, online booking support will no longer be available.

Emergency Preparedness

Building on 2022's provision of disaster relief kits to PMHs, this year, the Division developed and distributed emergency management plans to requesting clinics. The plan outlines steps to take during an emergency, including how to respond, whom to contact, and what actions to take. It also provides guidance on how to recover from the disaster and resume normal operations. Twelve PMHs received emergency management plans.

A Commitment to Quality Improvement

Long-Term Care Initiative

An ongoing program for our Division, the Long-Term Care Initiative (LTCI) strives to improve the care experience for everyone involved. This year's priorities were to continue to focus on enhancing practitioner and facility relationships by improving communications, and on making the process of onboarding new LTCI physicians easier by both streamlining the process and ensuring mentors are in place.

Key achievements during the year included:

- Improving recruitment processes to track candidates and available placements
- Streamlining supply ordering and distribution
- Developing a Fraser Northwest Division Standards of Care resource
- Working to reduce Emergency Room transfers, increase physician engagement and the creation of a Long-Term Care-Emergency Room monitoring tool.

To support physicians in optimizing the LTCI experience, 15 continuing medical education events were held. Topics included CareConnect Enrollment, MOST & Serious Illness Conversations, Goals of Care and ER Transfers, and a Case-Based Roundtable.

Pathways

Pathways continued to expand its platform this year. Fraser Northwest resources include:

156 Family Physicians

46 Clinics

307 Specialists

1 Urgent & Primary Care Centre

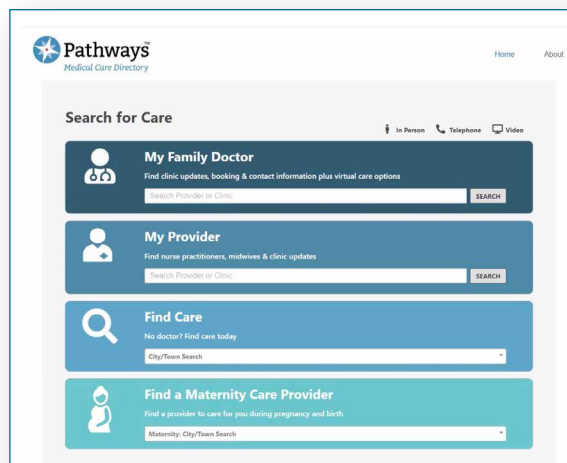
2 Hospitals

To help members get the most from Pathways, its offerings were the focus of five Ask the Expert events this year, to showcase

clinician tools, patient information and forms.

The Division continued to promote Pathways' **Medical Care Directory** to the public as a 'one-stop' place online to find booking information for their own primary care provider or to find providers accepting new patients.

While there was an 18% decrease in the number of users logging into Pathways this year, the number of sessions increased by 69%.



Connecting with Members

Our Membership

Our Division's membership
has increased 5%
from last year, to 493

Family physicians make up the majority of our membership, approximately matching the combined total of locums, walk-in physicians and hospitalists. Reflecting our commitment to team-based care, nurse practitioners, residents, registered nurses and medical students also comprise a growing associate membership base.

Recruitment and Retention

Efforts to attract and retain primary care providers are a key priority for our Division. Our activities include active partnership with the Practice Ready Assessment (PRA) program, UBC International Medical Graduates (IMGs) outreach, PCN-funded contracts, newly introduced payment models, PMHs supporting education for residents, connecting with medical students, and the growth of the mentorship program.

This year, 23 new providers joined our Division, with 16.5 FTE leaving due to moving and/or retirements. Our Division has been allocated two PRA candidates for the 2024 intake, as well as two UBC IMG ROS candidates for the 2025-2027 intake.

Keeping Members Up to Date

Our weekly **MD Hub Update** is in its third year of circulation. It provides members with weekly highlights on the Division's internal priorities, such as attachment, and broader information impacting health care, such as LFP model updates.

Events

This year, our Division hosted 63 events. Fourteen of these were part of the popular Ask the Expert series. Attendance at Division events is strong, with 41% of members attending at least one during the year. At 49%, nearly half of members who went to a single event go on to attend between two and nine.



Dr Yap & Dr Chang Receiving Prize at Teaching Tomorrow's Doctors Event.

Helping Members Optimize Care

Shared Care

The Division's Shared Care initiatives aim to optimize patient and physician experience by streamlining the flow of care between health providers. This year, nine multi-year projects were completed, with another six underway.

Completed Projects



✓ Palliative

A suite of palliative care resources was developed, which will be updated annually. Recordings of a four-part webinar series are available through the [FNW member website](#). Learn more in the final project [report](#) or the [snapshot summary](#).

✓ Older Adult/Medically Complex

A provider education series called the Geriatric Rounds was created, focusing on case-based learning. Recordings are available on the [FNW member website](#). Going forward, physicians at the Specialized Seniors Clinic will continue to meet with the Division and members to discuss collaborative efforts. Learn more in the full project [report](#) or visual [summary](#).

✓ Adult Mental Health and Substance Use

This project evaluated sustainable ways for psychiatrists and primary care providers to communicate about patient cases, hosted psychiatry expert education sessions and developed a clinical tool on depression with information about services and supports. Learn more in the full [report](#) or [summary](#).

✓ Chronic Pain

A [Chronic Pain Care Pathway](#) was created to provide recommendations and guidelines to the most common chronic pain conditions for primary care providers.

This resource was stewarded to Pain BC for continued sustainment and refinement. Learn more in the full [report](#) or [snapshot summary](#).

✓ Acute Discharge

The Acute Discharge Program was developed to ensure patients discharged from Eagle Ridge Hospital and Royal Columbian Hospital received follow-up in a timely manner to reduce readmissions and repeat emergency room visits. The Division will continue to provide partners with results from a patient experience survey to support ongoing improvement. Learn more in the full [report](#) or [project summary](#).

✓ Breast Health

To improve the patient journey, this project identified ways to improve access to core biopsies. This prompted a deeper look into streamlining diagnostic imaging processes and improving efficiency in patient care. It concluded with a public education campaign. Learn more in the full [report](#) or [snapshot summary](#).

✓ Opioid Prescribing

A collaborative model for prescribing opioids was piloted to support the attachment of patients whose primary care providers are retiring. Four patients were attached and received support from a multidisciplinary team.

✓ Geriatric Psychiatry

This project focused on streamlining the referral and communication process for Geriatric Psychiatry services. The group hosted a two-part dementia workshop, developed a [referral algorithm](#) to improve understanding of how to navigate geriatric MHSU services, and developed a [dementia care pathway](#) to support the diagnosis of dementia. Read the full [report](#) or [snapshot summary](#).

✓ Alcohol Use Disorder

To support providers in confidently delivering quality care, a two-part workshop on empathy-based care for Indigenous patients welcomed 31 participants. As well, an in-person case study workshop on Alcohol Use Disorder diagnosis and management welcomed 16 participants. Learn more in the full [report](#) or [snapshot summary](#).

New and Ongoing Projects

Women's Health

A parallel-run family physician and urogynecology clinic model was developed to improve care for pelvic organ prolapse and incontinence patients. A workshop and clinical algorithm tool will form the project's final phase, with ongoing efforts to sustain operations of the model clinic.

Respirology/Pulmonary Function

To update members' expertise with diagnostic testing, enhance management of Chronic Obstructive Pulmonary Disease (COPD), and address the impact of COVID-19 on respiratory health, an Ask the Expert session on COPD was hosted, with 78 providers participating. Further information-sharing activities are planned.

Deep Vein Thrombosis

To empower members to manage suspected deep vein thrombosis patients in their office and reduce emergency room visits, an efficient, collaborative pathway of care was established.

Dermatology

To improve access to care, an innovative Medical Photography Clinic model for skin lesions suspected to be cancerous was piloted. Evaluation and results of the pilot will be presented as the project progresses.

Attention-Deficit/Hyperactivity Disorder

This early-stage project strives to help adult ADHD patients access timely support and increase physician comfort and expertise. With learnings from a similar initiative by the North Shore Division, an education series will be developed.

Dizzy/Vertigo Ear, Nose & Throat (ENT)

Started in 2023, this project aims to improve access to care. A pre-appointment patient questionnaire was developed to streamline the process and help increase ENT capacity. Information and resources will be shared with primary care providers to support patients awaiting ENT appointments.

Patient Voices Guiding Change

Patient Advisory Committee Introduced

In November, a Patient Advisory Committee was introduced to advise Division and FHA leadership on the direction of the primary care improvement work underway across our region.

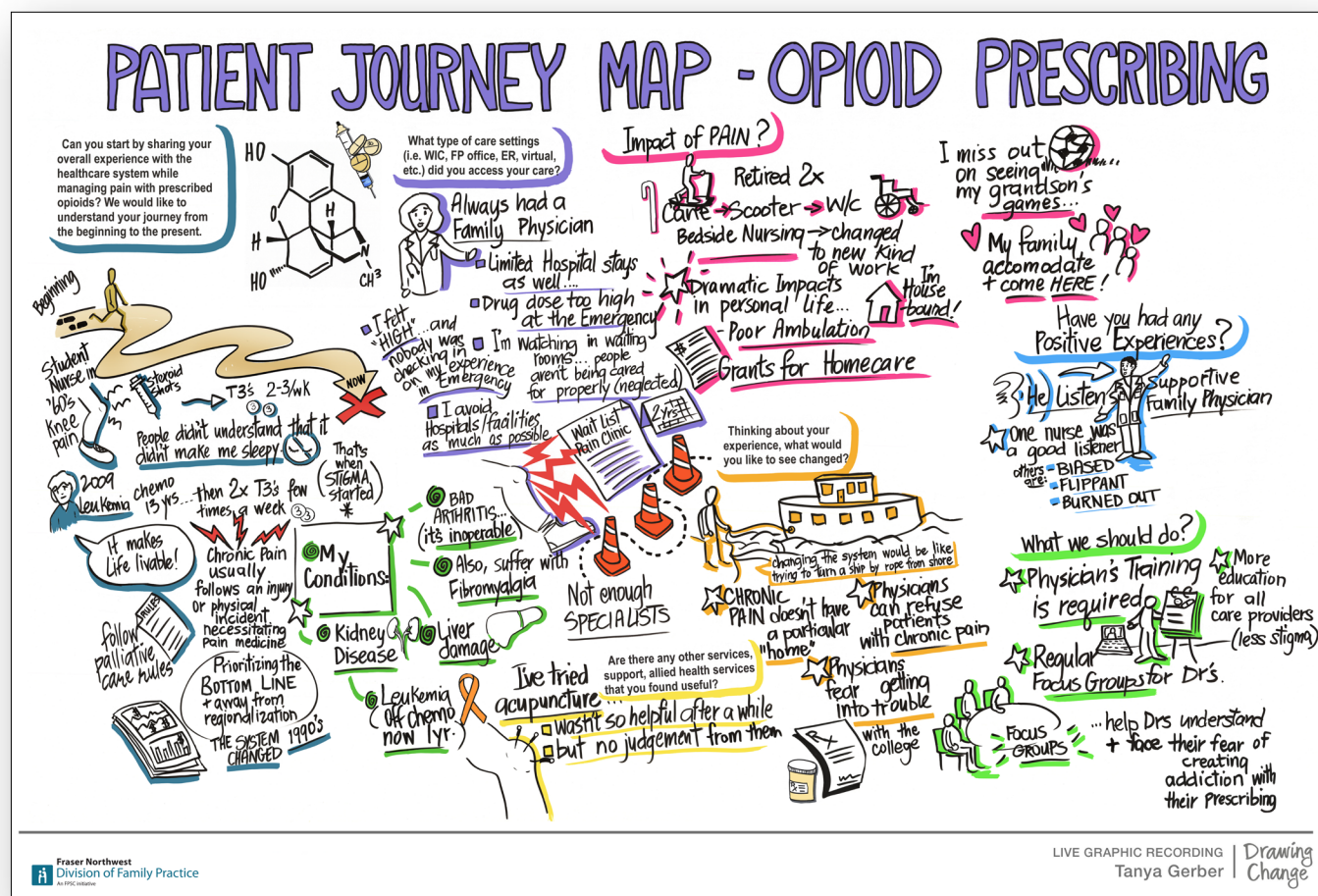
The committee brings together family physicians, patients and community organizations that provide patient supports. It will serve as a catalyst for change, advocating for collaborative patient-centered care as an important part of addressing emergent health care issues.

Journey Maps and Surveys

In addition to the Committee, patients are regularly surveyed for feedback on their experiences and priorities. As well, Patient Journey Maps, created from direct member input, may be developed on key topics to help guide projects.

Keeping Patients Informed

Our quarterly patient newsletter continues to gain popularity, with 8,458 subscribers, a 10% increase from the previous year.



Financials

TREASURER'S REPORT

For the past two of my three years on the Division's Board, it has been my pleasure to serve as Treasurer. As an early career family physician, I appreciate the opportunity to contribute to my community and to our profession.

Since the inception of Divisions of Family Practice, our Division has constantly strived to be an astute steward of the financial resources we have been provided. The Finance and Governance Committee plays an important role in monitoring our financial welfare as a non-profit entity. With the guidance of our Executive Director and Controller, we work to ensure our policies are based on best practices that will serve both our members and the community at large.

This past year has seen major financial changes across health care, including further rollout of different payment models and funding reallocations for key PCN programs. Despite these changes, our institutionalized processes have allowed the Division to remain in excellent financial health, able to continue to provide a high level of return and value for our membership. As the PCN and primary care funding landscapes evolve, we will continue to focus on strong fiscal responsibility with our spending, while also leaving ample room for innovations that promote the wellbeing in all settings of Family Practice.

Dr. Ravi Parhar

Treasurer

Finance and Governance Committee

Dr. Ravi Parhar, Treasurer

Dr. William Mak

Dr. Gina Zheng

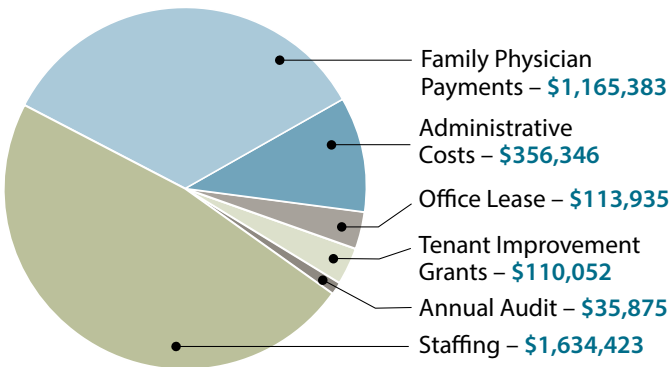
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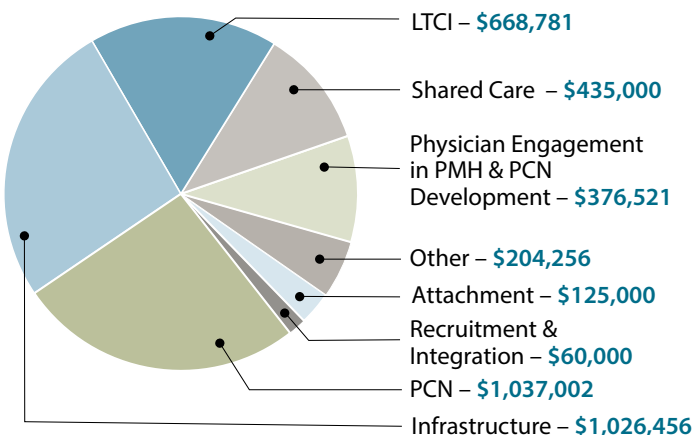
Dr. Amelia Nuhn

Karen Grommada

Expenses - \$3,416,014



Revenues - \$3,933,016






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Fraser Northwest Division of Family Practice

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