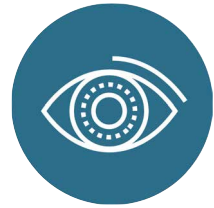


Annual Report 2024/25



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

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 healthcare partners and community stakeholders
- 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 Caitlin Finnamore, Resident Advisor
 Dr Nora Tseng, Knowledge Keeper

Dr William Mak
 Dr Kavisha Gunawardane
 Dr Amber Jarvie
 Dr Vincent Wong
 Dr Amelia Nuhn

Land Acknowledgement

We mindfully acknowledge that we work, play, and live within the ancestral, traditional and unceded territory of the K'wik'wə'łəm (Kwikwetlem), Qiqéyt (Key-Kayt) and Coast Salish Nations.

Reflections from our Co-Chairs

Welcome to our 2024/25 Annual Report. It has been a very full year at the Fraser Northwest Division of Family Practice. Two words come to mind to summarize much of what we worked towards: strengthening connections.

Whether it was strengthening connections between members, with allied health professionals and other divisions, with our patients or our communities, this year has been about coming together to learn, share and collaborate on opportunities to create healthier futures for all.

As family doctors, we know how valuable those connections are, not only for streamlining the delivery of health care but also for supporting each other as professionals and people.

Early in the year, we held a strategic planning session. Among our priorities was fostering a sense of community and well-being for physicians. One of the ways that Division staff moved swiftly to put this strategic priority into action was the creation of a program to actively engage with residents and students. In addition to live events, our Division created a space in our new office in New Westminster where residents can come relax, collaborate and

study. What we've heard so far is these efforts are working to improve residents' experience, and they have already resulted in some new physicians' decisions to build their futures in our communities.

Our Division also made strong strides in moving forward with our other strategic priorities: achieving cultural safety for staff and patients; creating seamless patient transitions, and cultivating true team-based care across the health care system.

Even as we have made good progress on many fronts this year, there are still challenges ahead. Changes to long-term care funding and maternity care shortages affect both members and patients. We know these challenges are not unique to us and options are being considered at the provincial level. As the voice of primary care in our region, we will continue to advocate for solutions that best support members and the communities we serve.

On behalf of the board, we thank Division staff for all they do. To each of our member colleagues, we encourage you to enjoy all the Division has to offer and invite your suggestions and perspectives on any aspect of our work.



Dr Gina Zheng

Co-Chairs, Fraser Northwest Division of Family Practice



Dr Nahla Fahmy

A Message from Our Executive Director

Supporting member connections has always been a priority for our Division. As our co-chairs noted, this year it became an even more significant focus for us at the Fraser Northwest Division of Family Practice.

Members have shared just how much you value opportunities to come together with colleagues and collaborators, particularly in person. In response, we increased the number of opportunities available to do that, both as part of professional development sessions like the Ask the Expert series and through social events like Pub Nights.

As well, we saw more members take part in cultural safety training to better serve First Nations patients. Our Lunches with Ernie event series was extremely popular.

To support increased attachment and help members optimize their practices, the Division's in-person clinic support team visited more practices than ever before. As well, we expanded our MOA supports to include first aid training and workshops on privacy and contract negotiation.

Shared Care projects continued to deliver valuable information and guidance. Projects related to

women's health, respirology and deep vein thrombosis were all completed this year. Five more are underway, to provide insights into geriatric psychiatry, dermatology, ADHD, vertigo and urology.

We are pleased to share this year saw a net increase of family physicians joining our communities. While several factors led to this growth, our Division's recruitment and retention efforts made a positive impact. In addition to all that our communities have to offer from a lifestyle perspective, the supportive, collegial environment our members give to each other has made a tremendous difference in attracting new physicians to join us.

Looking ahead, we continue to seek out new ways to best serve members. Among them will be our new, enhanced member portal which will launch this summer to bring together access to our Division's full spectrum of member supports in one convenient place.

Thank you to everyone who has attended an event, accessed our resources or shared their expertise with us. We appreciate the trust you have placed in us and look forward to serving you in the coming year.



Vera LeFranc

Executive Director

Fraser Northwest Division of Family Practice

Strategic Planning

Setting Our Strategic Priorities

As part of our commitment to best serving member needs, early this year, the Division's Board of Directors and Executive Director took part in a strategic planning session. Five strategic priorities were identified. All our work aligns with one or more of these:



Foster a sense of community and well-being for physicians.



Create seamless transitions for patients and primary care providers.



Cultivate true team-based care.



Achieve cultural safety for both providers and patients



Remain flexible, innovative and open to opportunities that emerge.

Growing Our Membership

Our Division's membership grew by 16% this year, to 564. Family physicians make up the majority of our membership at 349, with 215 associate members comprised of locums, walk-in physicians, hospitalists, nurse practitioners, residents, registered nurses, medical students and medical office assistants.

SERVING 564 MEMBERS

Thank You!

To all our members, we thank you for your support, insights and passion for primary care. Our Division team appreciates the opportunity to work with and for you to support family medicine in the Fraser Northwest.



Fraser Northwest Division of Family Practice staff team.

Celebrating Our Physicians of the Year



Join us in congratulating the winners
of our Physicians of the Year Awards!



Dr Nick Petropolis, Family Doctor of the Year

The Family Doctor of the Year award celebrates a family physician who both provides wonderful patient care and contributes to the primary care profession. Dr Nick Petropolis’ undeniable passion for family medicine is deeply appreciated by patients and colleagues alike. Known for sporting his trademark bowtie, Dr Petropolis provides care for patients of all ages. He is a supportive preceptor, sharing his expertise to guide the next generation of physicians. During the

pandemic, he was the face of BC’s “Get Vaccinated” campaign and also taught elementary school students how to craft their own air purifiers. A strong advocate for the profession, Dr Petropolis brought family doctors’ perspectives into discussions with the Ministry of Health, which helped lead to a more robust longitudinal family physician payment model.



Dr Sina Alipour, Specialist of the Year

Collaboration is vital in the delivery of quality medical care, particularly when patients require specialist support. This year’s Specialist of

the Year Award is cardiologist Dr Sina Alipour. Jointly nominated by family doctors and patients, Dr Alipour’s family physician colleagues celebrate his kindness and collegiality. His patients are grateful to know he truly cares and does all he can to help them enjoy optimal health.



NP Jennifer Durana, Patient Care Team Member of the Year

Nurse Practitioner Jennifer Durana has been named Patient Care Team Member of the Year

for her strong commitment to ensuring her patients always feel heard and supported. Her patients appreciate her attentiveness to their needs and knowing their primary health care is in good hands.



Deanna Cordoni, Vicky Forrester & Nurse Gaye McLean. Patient Medical Home Team of the Year

The staff at Drs Cordoni, Budzianowski-Kwiatkowski and Dulchoke’s office are 2024’s Patient Medical Home Team of the Year. Deanna Cordoni is celebrated for always going above and beyond to keep the office running smoothly and patients feeling supported. She is joined by Vicky Forrester, an equally dedicated master organizer and solution-finder. The team is rounded out by ‘Nurse Gaye’, an outstanding MOA and ‘bonus RN’ who is universally appreciated by colleagues and patients.



Dr Sabrina Nurmohamed, Quality Improvement Champion of the Year

This year’s Quality Improvement Champion, dermatologist Dr Sabrina Nurmohamed, was

determined to improve patients access to care. Through her work with Shared Care, she was able to dramatically reduce clinic wait times from a year to just two months.



Dr Pat Mallette, Hospitalist of the Year Award

Dr Pat Mallette is our Hospitalist of the Year thanks to his kind support for both patients and colleagues. He is a greatly valued mentor to

new physicians, always ready to lend an ear and offer thoughtful advice, whether it is about a difficult medical case, a more general work situation, or a personal life circumstance.



We encourage you to follow
the QR codes to learn more
about each of our winners.

Member Engagement & Support



Fostering Member Connections

Recruitment and Retention

Attracting and retaining primary care providers remains a key strategic priority for our Division. Activities included:

- Active partnership with the Practice Ready Assessment (PRA) program
- UBC International Medical Graduates (IMGs) outreach
- PCN-funded contracts
- PMHs supporting education for residents
- Connecting with medical students
- Growing the mentorship program.

This year, 18 new providers joined our Division, with 16.5 FTE leaving due to moving and retirement. Our Division has been allocated three UBC International Medical Graduate Return of Service candidates for the 2025-2027 intake.

Study Hub

To provide medical students and residents a quiet space to relax, study or collaborate, the Division created a dedicated space in our New Westminster office. The Study Hub has become a popular, welcoming place for new members.



Residents practicing in our region receive Fraser Northwest Division-branded vests.

Member News and Resources

Now in its fourth year, MD HUB Update is a weekly online newsletter to keep members informed about key Division activities and information impacting primary care. By the end of summer 2025, we will be excited to share a fully redesigned member portal that will bring all our news, event registration and member resources together in a single, searchable, easy-to-navigate source.

Member Surveys

We want to hear from you. The Division invited member feedback through monthly surveys, which helped inform decision-making related to current and potential projects, program development and events. As well, survey results helped us gauge member concerns, identify priorities and determine strategies to respond to issues in collaboration with partners and stakeholders.

Physician Wellness

To support physicians' well-being, we hosted an event on Prioritizing Physician Wellness: Preventing Burnout and Achieving Work-Life Balance. As well, with funding from the Doctors of BC's Physician Health Program, the Division is in the beginning stages of establishing a Peer Support Network, which will help physicians connect with each other and access wellness resources and supports.

Summer Members' Idea Exchange

Collaboration makes us all stronger. The Division was pleased to host a Summer Members' Idea Exchange to gain input on our strategic plan, engage in discussions on practice improvement, and explore members' overall well-being using a Positive Health Assessment Tool. The data gathered was used to create a unique string artwork which now hangs in the Division's office.

Events

This year, our Division created numerous opportunities for members to come together to learn, share and have fun.

Something for Everyone

45 EVENTS



Most Popular Ask the Expert Topics

- Disability Forms
- Non-Pharmaceutical Pain Management
- Dyslipidemia
- Port Moody UPCC

Bringing Members Together



I enjoy sitting with my colleagues, getting to know them better and seeing how others champion each other.”

– Event Participant

Cultivating Connections at our AGM

The theme of our September 2024 AGM was *Cultivating Connections*. Our keynote was psychologist and author Hilary McBride, who shared how the connection family physicians foster with patients can help both heal and protect against trauma.



We carried our theme further with the centrepieces at each table: loose Tinker Toy pieces. Event attendees were encouraged to work together to build something meaningful. Members rose to the challenge and built a variety of fun, imaginative creations.



Shared Care



Collaborating to 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, three multi-year projects were completed, with another five underway. Resources developed through Shared Care projects can be accessed through the member portal.

Completed Projects



✓ Women's Health

This four-year project's aim was to improve care for pelvic floor prolapse and incontinence patients. Family physicians received specialized training, and a parallel-run family physician and urogynecology clinic model served 122 patients. Workshops were held on incontinence management and pelvic floor disorders, and a pelvic floor disorder algorithm was developed to support best practices.



✓ Respiriology/Pulmonary Function

To increase members' expertise with diagnostic testing, enhance management of Chronic Obstructive Pulmonary Disease (COPD), and address the impact of COVID-19 on respiratory health, this two-year project delivered skills-enhancing Ask the Expert sessions. While reducing wait times was not a stated goal of the project, baseline wait times for testing at both Royal Columbian and Eagle Ridge hospitals decreased.

✓ 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. Over the two-year project, Ask the Expert and Town Hall sessions were held and an algorithm for supporting patients was developed.

New and Ongoing Projects

Dermatology

To improve access to diagnosis and care, an innovative pilot was implemented using a Medical Photography Clinic model to assess skin lesions suspected to be cancerous. Shifting to photography rather than fax enables improved triaging. In the 41-week trial period, nearly 700 patients were assessed in a process that saved 105.5 dermatologist hours and enabled 17 more patients to be seen each week.

Attention-Deficit/Hyperactivity Disorder

To help adult ADHD patients access timely support and increase physician comfort and expertise, Small Group Learning Sessions were held to assist providers in managing red flags and symptoms, as well as increase expertise in managing heart disease in ADHD patients.

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.

Geriatric Psychiatry

Building on our earlier geriatric psychiatry project to streamline the referral and communication process, this early-stage project will focus on ensuring the sustainability of that work. As well, further enhancements will be pursued to maximize efficiency, leverage existing knowledge and promote our learnings.

Urology/Long-Term Care

A joint initiative of Shared Care and the Division's Long-Term Care Initiative, this early-stage project aims to improve access to urology services to improve patient care and outcomes, and decrease system costs.



A Commitment to Quality Improvement

Long-Term Care Initiative

Underway since 2016, the Long-Term Care Initiative (LTCI) continues to help improve the care experience for everyone involved. This year, seven new physicians joined the roster, bringing the total to 42 family physicians serving as MRPs for 1,628 patients across 15 facilities.

To support physicians new to the group, LTCI offers a mentorship program. Mentorship is also provided to locums, to help make the process of temporarily stepping into the MRP role at facilities more seamless.

Four times during the year, the LTCI Medical Advisory Committee held dinner meetings where family physicians could connect, learn and share knowledge on topics related to long-term care. Session topics included:

- Funding & billing updates
- Recruitment
- Urology and partnering with Shared Care to reduce urology-related ER transfers
- Internal Medicine.

Patient Medical Home

Patient Medical Home



Supporting Community-Based Physicians & Teams

Patient Medical Home Sustainability Program

Our Division's Patient Medical Home (PMH) program offers in-practice resources and support to Division members and their clinic teams in order to reduce administrative burdens on providers, foster innovation within the practice setting, and ultimately strengthen the sustainability of primary care in our communities.

This year, with support from other program areas, our in-clinic support team provided customized implementation of HR Manuals for 16 PMHs, building on the 11 from the previous year. As well, we provided seven PMHs with support that included MOA recruitment through Indeed job ad postings; screening and shortlisting resumes on behalf of clinics; creating compensation/salary appraisal policies and updating MOA contracts.

Physician Business Owner Meetings

The popular Business Operator Meetings the Division introduced last year continued, with nine meetings held across 15 Patient Medical Homes. These sessions provide members with a forum to discuss topics related to business ownership, such as human resources, controlling overhead costs, reducing administrative burdens and isolation.

Establishing MOA Network

To support family physicians in recruiting and retaining MOAs, the Division is in the early stages of developing an MOA network. Looking forward, the network will

help connect MOAs, offer additional MOA-specific events and ensure MOA knowledge and perspectives are incorporated into the Division's work and priorities.

MOA Events

MOAs form an important segment of our associate membership. This year, we introduced events with their needs and interests in mind. Two meetings were held on the topic of MOA Violence and Prevention, with a total of 53 attendees.

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 six years ago, more than 32,634 patients have been attached. This year, we connected a record 9,634 patients to a primary care provider.

While we have seen more new patients attached than ever before and the waiting list dropped by 20.6% from last year, demand for longitudinal family medicine providers continues to outstrip supply. There were 18,640 people on the waitlist at year-end.

9,634 patients were attached this year.



Cultural Safety & Humility

As part of our commitment to cultural safety for patients and providers, the Division continued to provide opportunities for members and their teams to learn more about providing culturally safe care and supporting reconciliation.

Clinical Lunches & Dinners with Ernie

Funded through a Cultural Safety Grant, the Division hosted five gatherings guided by Cree Knowledge Keeper, Ernie Cardinal. Four of the sessions welcomed physicians and their teams into a space for meaningful learning, reflection and connection through storytelling, smudging and medicine-bag making, while the fifth hosted Division staff and highlighted the Indigenous medicine wheel. A total of 47 people took part.



Indigenous Cultural Safety Awareness Kits

In partnership with Ernie Cardinal and Indigenous Artist Rain Pierre, the Division created kits to help physicians and their staff deepen their understanding of First Nations peoples and act in allyship against systemic racism. Each kit included:

- First Nations 101
- 21 Things You may Not Know About the Indian Act
- Five Little Indians
- In Plain Sight Report
- Reading list
- Tips for trauma-informed care for Indigenous patients.

Supporting Indigenous Patients' Access to Care

The Kwikwetlem First Nation, a long-time partner of the Division, participated in the PCN Strategic Planning to ensure the concerns of Indigenous patients' access to care remain a significant priority for the PCN. The PCN continues to support a dedicated health clinic in partnership with FNHA and FHA by providing two family physicians, who attend onsite, as well as a support worker.



Connecting with Patients

Community Advisory Committee

The Community Advisory Committee was introduced last year to advise the Division and Fraser Health Authority leadership on the direction of the primary care improvement work underway across the Fraser Northwest. Two committee meetings were held during this year, with representation from Foundry, SUCCESS, Seniors Services BC, municipal leaders, patient partners and Division staff.

Keeping Patients Informed

Our quarterly patient newsletter continues to promote resources and share information for patients in Fraser Northwest Division communities.

The newsletter continues to have strong readership with **8,326** subscribers

Primary Care Network



Primary Care Network: Working Together to Enhance Patient Care

The Fraser Northwest Division's Primary Care Network (PCN) brings together family physicians, allied health providers, and health-authority services in our communities. The PCN aims 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.

64 Patient Medical Homes in our PCN

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:

37.8 positions in **29** FTE RN support of PMHs

Primary Care Clinical Pharmacists

To help support optimized medication management, the Division has funding for two FTE Primary Care Clinical Pharmacists (PCCPs), who are in place. Primarily working from the Urgent Primary Care Clinic to provide onsite medication reviews and consultations, this year a pilot was undertaken for the PCCP to co-locate one day a month per clinic at other clinics in the community to enhance team-based care. Interested members are invited to contact the Division for more information.

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. This year, there were 2,034 referrals for rapid access mental health supports, an increase of 16.2% over last year.

Pathways

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

- **162** family physicians
- **42** clinics
- **311** specialists
- **1** Urgent & Primary Care Centre
- **2** hospitals

Pathways had **819** active users and **487,845** page views this year

Financials

TREASURER'S REPORT



I have served on the Division's Board for the past four years, with the privilege of acting as Treasurer for three of those years. As an early-career family physician, it's been deeply rewarding to contribute to both our profession and our community through this role.

Since the inception of the Divisions of Family Practice, our Division has consistently aimed to be a thoughtful and responsible steward of the financial resources entrusted to us. The Finance and Governance Committee plays a key role in overseeing our financial well-being as a non-profit organization. With the guidance of our Executive Director and Controller, we work to ensure our financial policies reflect best practices and support both our members and the broader community.

This past year has brought significant system-level changes and challenges, including pressures related to long-term care and maternity services. At the same time, these challenges have created opportunities for creative problem-solving and meaningful engagement. We've had the chance to collaborate closely with key decision-makers and frontline clinicians involved in this critical work—conversations that have informed and strengthened our Division's response.

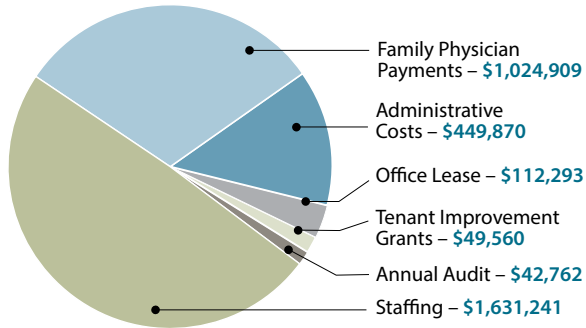
Despite the shifting funding landscape—through changes in payment models and PCN program allocations—our established processes have allowed the Division to remain in strong financial health. As we look ahead, we remain committed to sound fiscal stewardship, while continuing to support innovative initiatives that promote the well-being of family practice across all settings.

Dr. Ravi Parhar
Treasurer

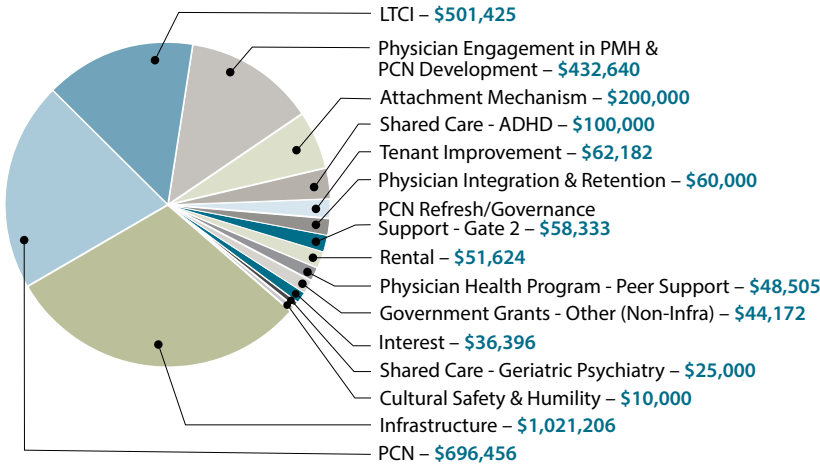
Finance and Governance Committee

Dr Ravi Parhar – Treasurer
Dr Gina Zheng – Co-chair
Dr Nahla Fahmy – Co-chair
Karen Grommada – CPA, Secretary
Dr Amelia Nuhn
Dr William Mak
Dr Vincent Wong
Dr Caitlin Finnamore

Expenses - \$3,310,635



Revenues - \$3,347,939





Fraser Northwest
Division of Family Practice
An FPSC Initiative

Fraser Northwest Division of Family Practice

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