

# ANNUAL GENERAL MEETING 2025



**Mission**  
**Division of Family Practice**  
An FPSC initiative



The clinicians and staff of the Mission Division of Family Practice acknowledge that we live and work on the unceded, traditional, and ancestral territories of the Stó:lō People, particularly the Sq'éwlets, Leq'á:mel, Semá:th, Máthexwi and Kwantlen Peoples.



# MISSION STATEMENT



DoFP  
MISSION

*Promoting sustainable primary health care through programs which address the health care issues of our community and physicians*

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# Chair's Report

Welcome everyone to our 2025 AGM.

This past year has gone by so quickly, and it's truly been an honour to serve as Chair of the Mission Division. I'm really grateful for this role. If I had to pick one theme for the year, it would be collaboration — finding strength in our differences.

I've had the chance to represent Mission at both the Collaborative Services Committee and the Interdivisional Strategic Council, which gave me the opportunity to connect with leaders across Fraser Health, share ideas, and most importantly, advocate for the needs of Mission. But honestly, some of my favourite moments have been right here — connecting with all of you. Whether it was the PCN 2.0 update, our in-person lunch and learns, or the Meet & Greet with our Indigenous Cultural Advisor Phil Sherwood, I've been inspired by the ideas and perspectives you bring. Even the hallway conversations remind me how much we can accomplish when we work together.

This year we've moved forward on some important things. We finally hired an Indigenous Cultural Advisor, something we'd been working toward for years. We continued to push for fair and equal pay, because advocating for what's right matters. Our projects like the Mission in Motion youth van and the Leq'á:mel clinic are seeing real growth. We've partnered with Mission Youth House so the van can park there monthly and reach youth who can't always make it to the leisure center. We've also collaborated with Sunny Hill, bringing timely care for children, and our PCN allied health providers — pharmacists, counsellors, social workers — have been making a real difference for patients. These are just a few examples, but they show what's possible when collaboration is at the heart of what we do.

Of course, it's not just about the work — wellness matters too. Mission was one of the first communities to start a Physician Peer Support Group through the Physician Health Program, and I hope that's been a source of support for our members.

I want to take a moment to thank our Division team. Shona, who retired earlier this year; Dr. Pomeroy, who believed in me; and Jen Cook, who stepped into her role with so much energy and has been an incredible ally. And of course, Smita, Erin, and Tracey, who are truly the backbone of this Division. To our Advisory Team and Board of Directors — thank you for your wisdom, experience, and for reminding me that while I still have a lot to learn, my voice matters too.

On a personal note, this year has been life-changing as I became a new dad. Balancing family life, leadership, and clinic work has been a whirlwind — but also one of the most rewarding times of my life. Thank you all for your support as I've been navigating that.

Looking ahead, I'm excited for another year of collaboration, advocacy, and growth. Together, I know we'll keep making Mission a stronger community for our patients, for our physicians, and for all of us.

Respectfully Submitted  
Dr. Tarun Soni  
MDoFP Board Chair



# Executive Director's Report

As I reflect on the past year, it's clear that together we have navigated through significant change and transition. As we wrapped up the 2024-2025 fiscal year at the Mission Division, we said farewell to our fearless leader Shona Brown, when she retired. It was an honour to work alongside her. We are deeply grateful for the love, hard work and unwavering dedication she poured into the Division over the years. We wish her all the best and know that she will always remain a valued member of our Division family.

Following Shona's retirement, I had the privilege of transitioning into the role of Executive Director. I want to extend my heartfelt thanks for the incredible support and encouragement I have received from our members, staff and community partners as I moved into this new role. Your trust means so much.

Our Division also experienced a change in Board leadership, as Dr. Carol Pomeroy stepped down from her role as Board Chair. She remains a foundational support to the Division, and we are thankful for the mentorship she has provided during this time. We were also pleased to welcome Dr. Tarun Soni as our new Chair. He has embraced his new role and is already working hard for our members.

In the Primary Care Network (PCN), we welcomed Erin Carey into her new role as PCN Manager. After five years of PCN implementation, this past year presented a valuable opportunity to explore new potential. Our member engagement throughout this process was exceptional, which allowed for robust strategic planning and re-imagining that will guide us into the next phase of PCN development.

I want to express my sincere gratitude to our staff, board, members, and our many community partners- this work would not be possible without you. Your passion and dedication are the keys to our collective success. We often say that Mission is "small but mighty" and it's true.

Our members continue to demonstrate resilience and innovation while delivering equitable, patient-centered care. Prioritizing both patient and provider wellness remains at the heart of our work. It is inspiring to be part of a collegial medical community where physicians feel supported. We were delighted to welcome two new physicians to our community this year. Dr. Karishma Rama joined the team at Fraser Care and Dr. Arbind Dhaliwal will be working with the team at Cedar Care Clinic.

I am incredibly thankful to work alongside such an amazing team: Smita Akale (Project Manager), Erin Carey (PCN Manager), Tracey Welsh (Practice Integration Coordinator), Cassidi Dutton (MOA), Paul Burns (Bookkeeper extraordinaire) and our new team members Malika Narowalia (Admin Coordinator) and Parminder Kaur (Attachment Coordinator). This year, we said goodbye to long-standing team members Matt Kornelsen and Kimberly Bergen who moved on to the next chapter of their journeys, as well as Iva Warden and Purbi Gupta whose time with us was brief but impactful.

Alongside internal changes, we are also seeing significant external shifts, particularly within the Ministry of Health. As the Ministry moves into a phase of fiscal constraint with a renewed focus on outcomes, impact, and accountability, we see an opportunity to highlight and celebrate the incredible work happening here in Mission. Despite the challenges, our Division remains strong—and we will continue to persevere, together.

Together, we can.

Respectfully submitted,

Jen Cook, Executive Director



# Treasurer's Report

On behalf of the board, I am pleased to present the Mission Division of Family Practice's audited financial statements for the fiscal year ending March 31st, 2025.

Our accountants, Loewen Kruse Chartered Accountants examined our financial statements in detail in May / June of 2025 and were satisfied that we are in compliance with the Canadian accounting practices.

The 2024/2025 fiscal year continued to be a very busy year for the Division:

The infrastructure funding and the PCN funding have remained relatively stable and with most of our funding coming from government sources.

The Primary Care Network initiatives continue to form a significant part of the Division's work, in particular the Allied Health Support for clinics is an important component, and, at present, we have continued our roles in Mission Youth Clinic, the Residential Care Program, the Attachment Program and the Emergency Operations.

The Ministry have committed ongoing funds for PCN. This funding will continue to support our Allied Health Support for clinics.

The Division has 7 Division staff and 5 Allied staff.

Looking at this year's balance sheet, at the end of the year we held \$1,154,004 in current assets, most of this money being restricted cash for our activities. These monies will be used to run our programs for the next 12 months, alongside any additional monies that we may receive for infrastructure and other programs.

Looking at the statement of operations we had \$1,295,966 million in income with \$1,229,599 coming from government sources, and \$1,271,074 million in expenses for the year, with an excess of revenue over expenses of \$24,892.

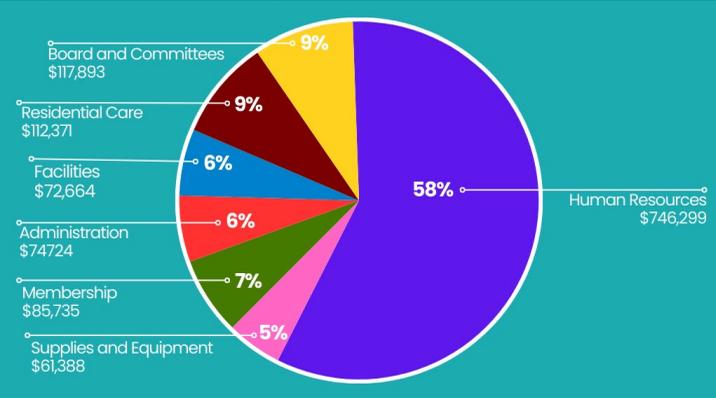
The funding for our programs come from a number of sources and each program is tracked separately and reported separately back to the funder.

Respectfully submitted,  
Dr. Harjinder Dau, Treasurer



# Financial Statement

## Expense Summary 2024-2025



Respectfully submitted,  
Paul Burns, Bookkeeper



# Practice Integration Coordinator's Report

The role of Practice Integration Coordinator within the Mission Division of Family Practice Primary Care Network (PCN) officially began in April 2024. As a brand-new position, it has been both exciting and rewarding to shape this role from the ground up, with a focus on supporting our local primary care teams and fostering stronger connections within our community of care.

A key priority of this role has been relationship-building across clinics, the hospital, and the Urgent and Primary Care Centre (UPCC). These connections are essential to ensuring community care providers can work more effectively together.

Some early initiatives include:

Facilitating a meeting between the clinic and the UPCC Manager to explore ways to improve how patient reports from the UPCC are presented to receiving physicians and NPs—making the information clearer and more actionable.

Sharing promotional material for the Health Connect Registry with hospital departments, including the Emergency Reception, to help connect unattached patients to ongoing primary care.

These small but meaningful steps help support a more integrated and responsive care experience for both providers and patients.

**Onboarding and Orientation Support:** Supporting the onboarding and orientation of new staff has been another area of focus. Helping new team members become familiar with clinic operations and feel welcomed by their colleagues sets a positive tone for their transition and contributes to overall team cohesion.

**Physician Peer Support Program:** I've had the privilege of providing lead support for the Physician Peer Support Program, a collaborative initiative between the Mission Division of Family Practice and the Medical Staff Association of Mission Memorial Hospital. This program is designed to offer space for peer connection, wellness, and support—an increasingly important priority in today's healthcare environment.

**Engagement Events:** Over the past months, I've also contributed to the planning and delivery of several Engagement Events, bringing together the Physicians, Nurse Practitioners, Division and PCN Staff. These events are valuable opportunities to strengthen relationships, share insights, and foster collaboration among those working on the front lines of care.

## Reflection and Looking Ahead

The journey so far as Practice Integration Coordinator has been both enriching and inspiring. It's been a privilege to be part of this community of care and to support efforts that bring people together in meaningful ways.

As the role continues to evolve, I look forward to building on this foundation—deepening partnerships, enhancing communication pathways, and finding new ways to support the incredible work being done across Mission's primary care network.

Thank you for the opportunity to contribute to this important work.

Respectfully submitted,  
Tracey Welsh, Practice Integration Coordinator

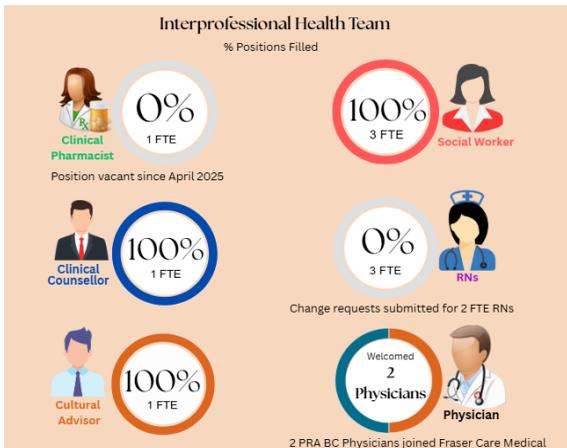


# Primary Care Network Manager's Report

While this past year marked a number of changes for Mission PCN, it also brought opportunities for growth, reflection, and a recognition of the accomplishments and successes achieved over the first four years of implementation. Coming on board as PCN Manager this year has been an unexpected yet welcome opportunity to continue building upon the amazing work being done over the past 5 years.

This year we said goodbye to some team members and welcomed some new ones. Social Worker Katie Morrison welcomed a new baby in the Fall, while Yanick Cadieux stepped into this role to provide outreach coverage for 8 months. We are looking forward to Katie returning from her maternity leave in the next few months. This past Spring we said goodbye to our PCN Clinical Pharmacist Andrew Cobleigh and are looking forward to bringing a new Pharmacist to this role in the near future. Our Attachment Coordinator Purbi Gupta resigned from her role earlier this year, and we welcomed Parminder Kaur as our new Attachment Coordinator. At the same time the PCN team expanded further with the addition of Malika Narowalia as our new Administrative Coordinator. Finally, our long awaited Indigenous Cultural Advisor was hired this summer. The Mission Division, Fraser Health, and all of our PCN partners were excited to welcome Phil Sherwood to this role and look forward to the valuable contributions he will bring to our community.

I am incredibly grateful to work alongside our dedicated Physicians, Nurse Practitioners, Division team, Allied Health, and community partners who do so much to support the community of Mission. Thank you to everyone involved for your time, enthusiastic energy, and unwavering commitment to continuous improvement.



## Mission PCN Team

- Erin Carey, PCN Manager**
- Tracey Welsh, Practice Integration Coordinator**
- Parminder Kaur, Attachment Coordinator**
- Malika Narowalia, Administrative Coordinator**
- Tania Shelley, Social Worker**
- Marisa Kerr, Social Worker**
- Katie Morrison, Social Worker (maternity leave)**
- Bill Holloway, Clinical Counsellor**
- Phil Sherwood, Cultural Advisor**

## Total Allied Health Referrals 2024/25 =

Pharmacist, 75

Counsellor,  
180

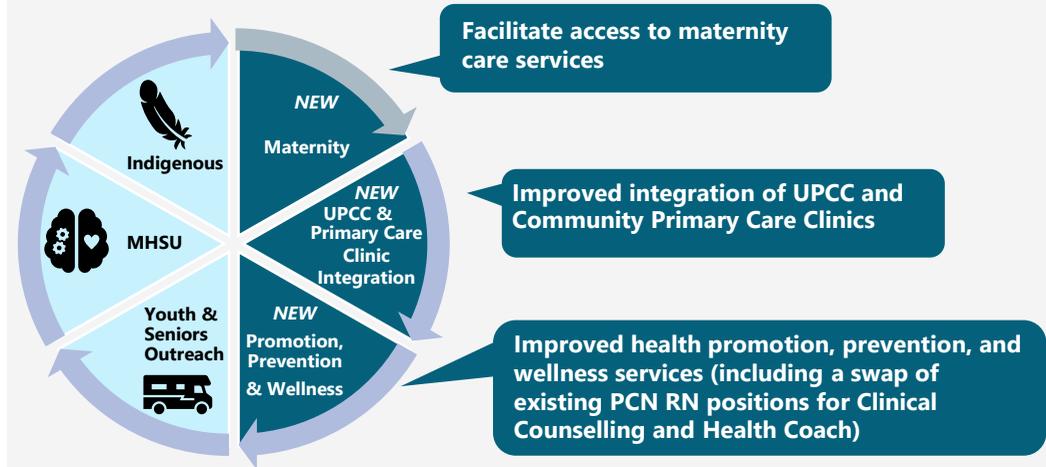


Social  
Worker, 404



The Mission mobile RV clinic has seen great success this year, with the continuation of the weekly clinics at the Mission Youth Centre and Leq'á:mel First Nation

## PCN 2.0 Strategic Reset



As we closed out the first four years of PCN implementation this year, it was time to look ahead to the future and determine the new foundational strategies for the next four years. On November 16th, 2024, 18 primary care providers along with staff from the Mission PCN, attended a strategic reset session at Fraser River Lodge in Agassiz.

Agreement was made to maintain the existing foundational strategies of enhanced Indigenous health services, enhanced mental health & substance use services, and outreach for seniors and youth, while adding an additional 3 strategies: access to maternity care services, improved integration of UPCC and Community Primary Care Clinics, and improved health promotion, prevention, and wellness services.

Although not a foundational strategy, commitment was made to re-examine the delivery of Allied Health Provider services, shifting away from co-location within the clinics to a 'hub and spoke' delivery model in the light of growing clinic teams and increased space constraints.



On March 7th, 2024, Mission held a follow-up planning session to incorporate feedback from our Allied Health providers and Fraser Health leadership team. The objectives of this session were to ensure that future PCN foundational strategies and team-based care activities are realistic, achievable, and as tangible as possible, while enhancing relationships, communication and networking amongst PCN partners.

Looking forward to the fall of 2025, Mission PCN will be focusing on growth and development of our new and existing strategies. Recruitment and retention of new Primary Care Providers will continue to be a priority, and embedded into all of our foundational strategies. We are also looking forward to facilitating clinic strategic planning sessions, which will be an opportunity to hear from our members to drive the next phase of Mission PCN.

If you are interested in becoming more involved with Mission PCN or would like more information, please do not hesitate to reach out [ecarey@missiondivision.ca](mailto:ecarey@missiondivision.ca).

Respectfully submitted,  
Erin Carey, PCN Manager



# Allied Health Reports

## Social Work (SW) Services Overview:

2024 was another busy year for the PCN Social Workers with 372 referrals (Jan – Dec) from PCN Primary Care Providers. A glimpse into the beginning of 2025 (Jan-March) saw 89 referrals. An exciting milestone was reached in August 2024 with SW receiving their 1000th referral since April 2022.

Tania and Marisa remain the consistent SW's as Katie was hired into the Outreach SW position but began a maternity leave after receiving exciting baby news. Her return is expected in late 2025. This role is currently vacant after being filled for several months by Yanick before she left for a permanent job. Consequently, PCN SW wait times grew to 1-2 months; however, PCN SWs created a system to triage patients and review referrals. Our network of community partners has grown with the addition of new Primary Care Providers and shifted as various community teams have changed leadership. An ongoing challenge has been reduced staffing at the Ministry for Social Development and Poverty Reduction which has created significant delays in SW's accessing information. It has also created longer waiting times for patient's funding applications to be processed and approved.

The number of vulnerable patients continues to grow as provincial, federal, and municipal programs have less resources to offer, and fewer staff. Many of these patients have no other support than their Primary Care Provider. Consequently, PCN Social Workers have been providing more comprehensive service, such as case management, to address the complexities of patients' needs. Also, Marisa and Tania continue to offer outreach services with home visits for all age groups.

Due to more demanding caseloads, SW put a hold on group facilitation as it requires a significant amount of time to run groups. Hopefully, once the 3rd SW line is fully staffed groups can begin again as they were very popular with patients.

## Clinical Counsellor's Contribution:

In 2024–2025, I received 180 referrals for one-on-one counselling, a number that reflects both the growing mental health needs in our community and the ongoing trust placed in our program by referring Doctors and Nurse Practitioners. Each of these referrals represents a person reaching out during a vulnerable time, and it has been my privilege to walk alongside them. Through individualized support, I've worked to help patients navigate the complex challenges of mental health and addiction, offering a space for them to feel heard, supported, and empowered in their healing journey.

This year, I was also proud to launch our Group Therapy Program, which successfully ran several 10-week sessions focused on Anxiety and Depression. The groups created a space where participants could share openly, feel understood, and find strength in community. Many reported meaningful progress and a renewed sense of connection. Sadly, due to a shortage of staff, we've had to put the program on hold. It's my hope that, once staffing allows, we'll be able to continue this important work and expand access to this much-needed support.

## Clinical Pharmacy Services Report:

In 2024–2025, I received 75 referrals for clinical pharmacy consultations, providing patients with tailored support in managing their medications, optimizing treatment plans, and addressing complex medication-related concerns. Many of these referrals involved patients on psychiatric medications, where I offered education on adherence and worked closely with them and their care teams to ensure safe, effective, and personalized treatment. I also supported patients facing financial barriers by helping them access more affordable medication options. These referrals reflect the vital role of pharmacy services in integrated care and the trust placed in our collaborative approach to improving health outcomes.

Andrew Cobleigh BScPh	Bill Holloway M.A.CPSY, RCC	Tania Shelley BSW RSW	Marisa Kerr MSW RSW	Katie Morrison BSW RSW
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The Mission PCN currently accepts referrals via Pathways Referral Tracker. If you wish to learn more about Pathways, please connect with Smita Akale ([sakale@missiondivision.ca](mailto:sakale@missiondivision.ca))



# Practice Support Program's Report

The Practice Support Program and Doctors of Technology Office offer tailored, hands-on services that help family physicians and teams become more efficient, reduce administrative burden, and create more time for proactive patient care and for implementing aspects of the patient medical home model.

Physicians have access to coaching support in quality improvement projects, panel management, health technology, and team-based care.

Highlights of PSP & DTO Supports:

- Physicians are focused on preventive care utilizing the Canadian Task Force for Prevention and Healthcare to ensure they are meeting guidelines for preventative screenings.
- Support from Practice Improvement and Health Technology coaches have helped with the transition and successful implementation of Artificial Intelligence technology.
- Physicians continue to see the benefits of Panel Management and Panel Maintenance across the various EMRs in the community to optimize data for patient care.
- Ongoing support is provided to New to Practice Contract physicians, focusing on their Quality Improvement (QI) deliverables to foster successful completion.
- Regular Team Based Care sessions and activities have strengthened the team collaboration and communication for a Hub and Spoke model across Mission PCN (e.g. team huddles and team workflows)
- Through building strong team values, and communication practice teams have built efficient workflows, and optimized roles in a team-based approach to care.
- Mobile Youth Clinic improved utilization of services by improving communication and relationships with community organizations, and word of mouth about the program.

Looking ahead:

There is opportunity to build further collaborative partnerships with team-based care, continued integration of care teams through AHP/clinic huddles, and support foundational (or reduce administrative burden) projects along with quality improvement.

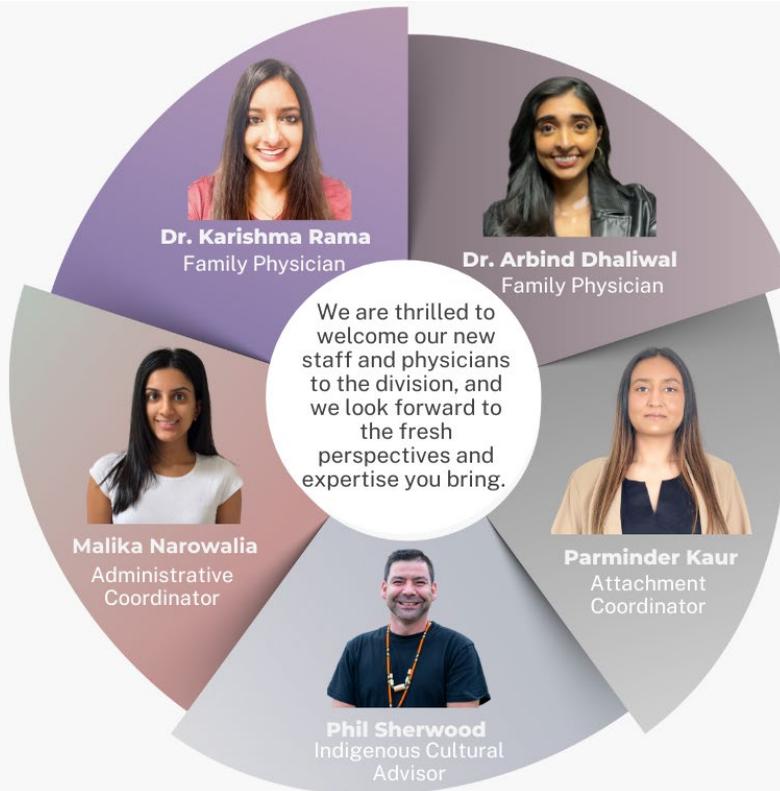
Physicians continue to be compensated and receive credits for completed quality improvement projects.

More information can be found at <https://fpscbc.ca/practice-supports> or please email us at [psp@doctorsofbc.ca](mailto:psp@doctorsofbc.ca)

Respectfully submitted,  
Karen Steegstra, Practice Transformation Coach  
Emma Rolin, Practice Transformation Coach  
Ruthann Robinson, Practice Improvement Coach  
- Team Based Care  
Erika Patterson, Panel Management Coach  
Supporting the Joint Clinical Committees,  
Doctors of BC



# Recruitment and Membership



Over the past year, the Mission Division of Family Practice has made notable progress in enhancing our primary care capacity, primarily through a targeted approach to recruitment and retention. Our strategic initiatives—ranging from collaborations with the Practice Ready Assessment (PRA) program, outreach to UBC International Medical Graduates (IMGs), and PCN-funded contracts, to the implementation of new payment models and team-based care—have been key drivers of this growth.

In addition, we are collaborating closely with the local organization M.A.T.H. to develop a comprehensive Welcome Program for healthcare providers relocating to Mission. This initiative is designed to ease the transition for new professionals joining our community and help them feel supported from day one.

This year, we were pleased to welcome Dr. Karishma Rama to the Fraser Care Medical Centre, and we are excited to announce the upcoming arrival of three more physicians and one Nurse Practitioner in the coming year. By the end of this fiscal year, our membership will have expanded to 45, including 35 practicing physicians, 10 Nurse Practitioners, and 1 retired physician.

Our ongoing commitment to innovative recruitment strategies and effective retention practices remains at the heart of our mission to build a vibrant, sustainable, and collaborative primary care community in Mission.

# Project Manager's Report

*"Change is the heartbeat of growth—and this year, we've grown together."*

This past year has been a journey defined by change, but more importantly—by **collaboration, resilience, and shared purpose**. In every challenge, we found an opportunity to connect more deeply with our mission, each other, and the community we serve.

One of our proudest milestones this year has been the successful implementation of the Health Connect Registry. Like any new journey, it came with its share of growing pains—but we've found our rhythm and are starting to see meaningful progress. Though the hiring of our first attachment coordinator didn't go quite as planned, it offered valuable lessons and ultimately led us to someone better suited for the role. We're proud to share that both the clinics in community and UPCC are now fully onboarded, and we've been consistently sending attachment lists to various community providers. Between August 28, 2024, and March 31, 2025, a total of 1,058 patients have been connected with a provider—and we remain committed to attaching even more in the months ahead.

We also saw the power of partnership through the **Shared Care Project**, in partnership with the Abbotsford Division of Family Practice. Focused on **Palliative Care Integration**, this initiative is improving communication, access, and education around end-of-life care—creating a more compassionate and seamless experience for patients and families in both Abbotsford and Mission.

In our ongoing effort to streamline care, we continue the use of **Pathways Referral Tracker** across our local communities. This tool empowers care teams and PCN Allied Health Providers to manage referrals more efficiently—saving time, improving outcomes, and enhancing the patient journey.

Education remained at the heart of our engagement through **Lunch N' Learns**, where 12 inspiring sessions in Fall 2024 and Spring 2025 brought together diverse speakers and curious minds. These moments of shared learning continue to spark ideas and strengthen our provider community.

We've also invested in resources that make a difference. From updated manuals like the **Board Orientation Guide** to new tools like the **New Physician Resource Guidebook, IMG flowcharts, and Mission Self-Guided Tour Book**, we're making sure every provider—new or seasoned—feels supported and equipped.

Our calendar was filled with **20+ member events** and **gatherings**, each a reminder that when we come together, we strengthen not just systems—but each other.

Through our **biweekly newsletter** and active **social media presence**, we've kept our members informed, engaged, and connected with vital updates, resources, and community health messages.

As I look back, I feel immense pride—not just in what we've achieved, but in **how** we achieved it: with heart, integrity, and a shared commitment to better care.

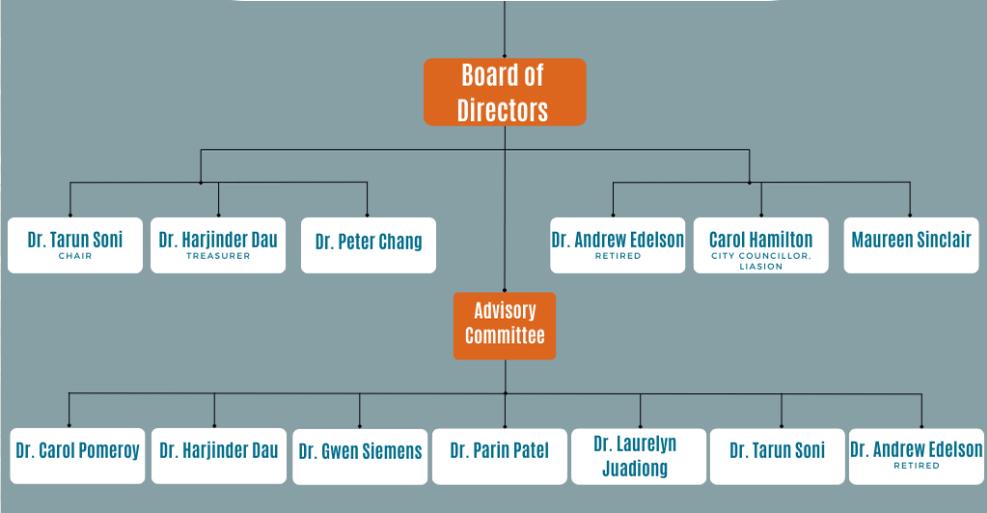
To our providers, staff, partners, and community—**thank you**. You are the reason we continue to grow stronger, together.

Here's to another year of purpose, progress, and partnership.

Respectfully submitted,  
Smita Akale,  
Project Manager



## MISSION DIVISION OF FAMILY PRACTICE



# MEET MDoFP TEAM



**JEN COOK**  
EXECUTIVE DIRECTOR



**ERIN CAREY**  
PCN MANAGER



**SMITA AKALE**  
PROJECT MANAGER



**TRACEY WELSH**  
PRACTICE INTEGRATION COORDINATOR



**PAUL BURNS**  
BOOKKEEPER



**MALIKA NAROWALIA**  
ADMINISTRATIVE COORDINATOR



**PARMINDER KAUR**  
ATTACHMENT COORDINATOR



**CASSIDI DUTTON**  
MOA/ ADMIN



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**Mission**

**Division of Family Practice**

An FPSC initiative



## Contact

7298 Hurd Street, Mission, BC, V2V 3H6

P: 604-820-1021 F: 604-820-1027

[www.divisionsbc.ca/mission](http://www.divisionsbc.ca/mission)

*Photos by Dr. Tarun Soni*

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

Local Aboriginal artist and carver Peter Gong, created this symbol to represent the healing hands of Family Physicians around Mission.



Family Practice Services Committee



British Columbia Medical Association