



Comox Valley
Division of Family Practice
An FPSC initiative

2024-25

Annual
REPORT



Acknowledgement

The Comox Valley Division of Family Practice acknowledges that we work, live, play, and grow on the traditional, ancestral, and unceded territories of the members of the K'ómoks First Nation.

Acknowledging that we are on the traditional territories of Indigenous communities is an expression of cultural humility and it involves recognizing our duty and desire to support the provision of culturally informed care to First Nations, Inuit, and Métis people in BC.

In an effort to develop and maintain respectful processes and relationships based on mutual trust, the Comox Valley Division of Family Practice is committed to promoting culturally safe engagement for all within primary care and strives to be humble in its approach to the personal and systemic biases within primary care.



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Message from the Chair



Dr. Samantha McRae

I want to express my heartfelt thanks for the opportunity to lead the work of the Comox Valley Division of Family Practice over the past six years.

Looking back to 2019, so much has changed, from the challenges of COVID and the rise of virtual care, to the introduction of LFP payment and the ongoing growth of the Comox Valley itself. As our community evolves, so too has the way we approach and support different kinds of care.

Together, we've revisited our strategic plan, with a renewed focus on supporting member well-being and amplifying the voices of those who care for our community every day. We recognize the importance of feeling part of a connected team and working collaboratively. As our community continues to grow and work in sometimes more siloed areas of practice, we're committed to fostering those relationships (as seen in this evening's gathering).

Equally important, the CVDofP continues to prioritize supporting day-to-day practice and life. Our board clinic visits, clinic liaison, and MOA network have been working to strengthen connections with clinics across the area, ensuring that our efforts remain responsive and grounded in the realities of practice.

It has truly been a pleasure to work with, and learn from, the incredible medical leaders in this community. At times, it can feel as though each day brings new demands on our time, which makes the dedication, time, and energy of these passionate individuals all the more inspiring.

Each brings a unique perspective, communication style, and set of ideas that enrich our work. While I won't list everyone here, I encourage you to explore the annual report for a deeper look at their many contributions. I feel very fortunate to work alongside such talented colleagues.

Thank you once again for allowing me to share in the passion, energy, and (occasionally) frustration that help shape this amazing community. I'm excited to see where the Division goes from here and look forward to continuing to be a part of its growth and success.

Warm regards,

A handwritten signature in black ink, appearing to read 'S. McRae'.

Dr. Samantha McRae



Message from the Executive Director



Catherine Browne

Reflecting on the past year, I'm incredibly proud of the progress we've made together and deeply grateful for the dedication of our members and staff. The Comox Valley Division of Family Practice continues to grow not only in size but also in strength, resilience, and connection. This year has been about listening, learning, and laying the groundwork for a more sustainable, member-aligned organization.

One of our key milestones was the introduction of the Clinic Liaison role. This role has strengthened the bridge between clinics and the Division, helping navigate system complexities and fostering deeper relationships.

We also launched a Member Survey in October 2024. Your feedback was clear: recruitment support, peer connection, and locum coverage are essential. You also asked for greater clarity around the Division's role and direction. We've heard you and we're actively aligning our programs to reflect your priorities, ensuring our work remains transparent, relevant, and member-informed.

Our staff continues to be instrumental to our success. With a newly completed strategic plan from our Board, we're well-positioned to meet the evolving needs of our members and community.

Looking to our programs:

- Long-Term Care Initiative now coordinates paid after-hours call coverage and works to enhance recruitment and retention supports.
- Recruitment and retention is welcoming 16 new family physicians and nurse practitioners.
- The Primary Care Network (PCN) continues to support co-located allied health professionals and is exploring expanding access to team-based care for clinics without co-location.

- Patient attachment continues fluctuates with workforce changes, and our attachment program remains a steady support.
- Finally, we've increased our focus on care coordination for children aged 6–12 through the Child Wellness Collaborative, a SharedCare initiative aimed at improving mental, social, and physical health outcomes for children in our region.

None of this would have been possible without the Division staff and exceptional leadership and commitment of our physician and nurse practitioner leaders. Member contributions are reflected throughout this report, underscoring their significant impact and dedication to advancing primary care in the Comox Valley.

I especially want to recognize Dr. Samantha McRae, who stepped into the co-chair role six years ago with courage and passion. Her exemplary leadership has been truly inspiring, and it's been a privilege to work alongside her.

Thank you all for your voice, leadership, and care,

A handwritten signature in black ink that reads "C Browne".

Catherine Browne

Dr. Samantha McRae, Dr. Sallie Skinner and Catherine Browne at the Provincial Divisions Learning Session





Your Division

The Comox Valley Division of Family Practice brings together physicians and nurse practitioners to build an engaged community, provide professional support, and co-create and lead meaningful change in our community.

We are a not-for-profit society funded through the Family Practice Services Committee, a partnership between the Government of BC and Doctors of BC. We champion membership priorities and work in partnership with the BC Ministry of Health, Island Health, Indigenous partners, and other community and partner organizations. There are many benefits to membership and all local family physicians and nurse practitioners are welcome and encouraged to join as general members. Family medicine residents, midwives, and specialists are invited to join as associate members.

Vision – *'Our north star'*

Family physicians and nurse practitioners thrive, fostering a vibrant and healthy community.

Mission – *'What we do'*

The Comox Valley Division of Family Practice (the Division) engages and supports family physicians and nurse practitioners to strengthen the health of our community.

The Division:

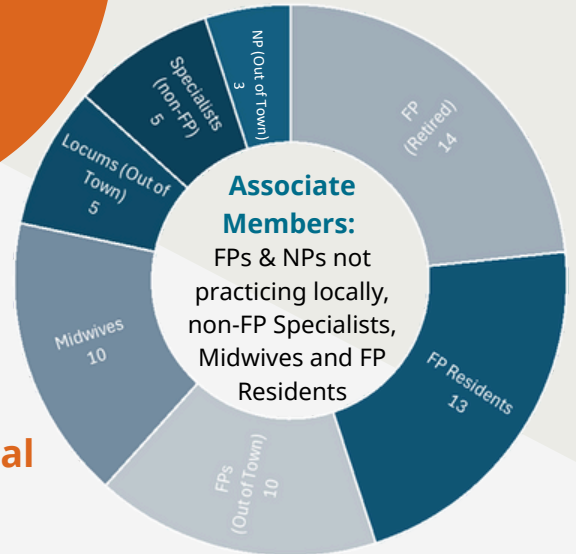
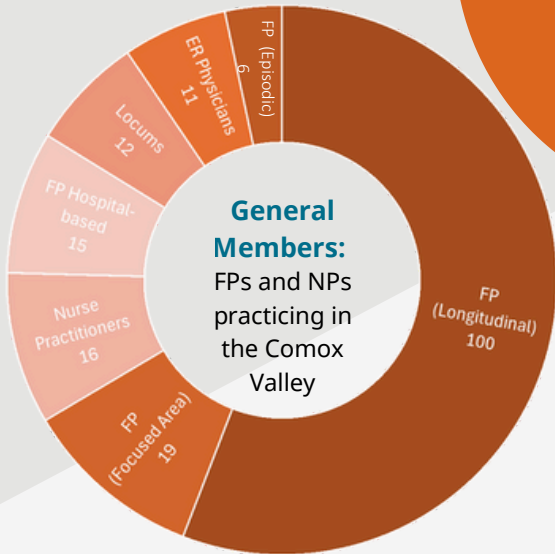
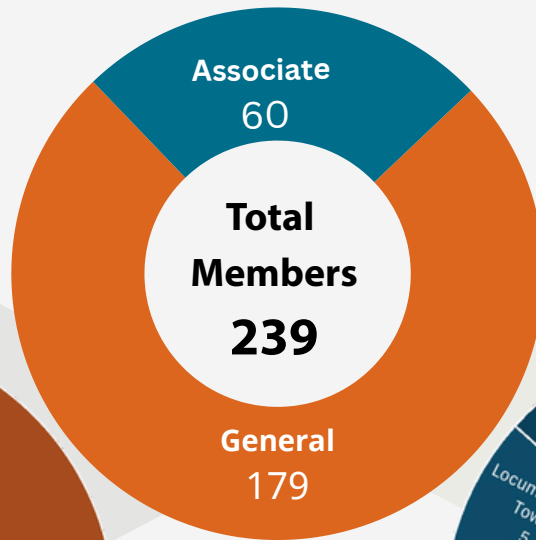
- Promotes member well-being and satisfaction, professionally and personally
- Responds to membership, practice and community needs
- Cooperates and collaborates with patients and partners
- Engages leadership to influence positive change with the health care system

Values – *'Our beliefs that we refuse to compromise'*

- Our healthcare providers and the vital role they play in delivery of primary care in our community
- Equitable access to optimized patient care
- Inclusivity, diversity and cultural humility*
- Integrity, collaboration, collegiality and transparency

* Cultural humility is a lifelong process of self-reflection, self-critique, and learning about different cultures with an attitude of openness and respect. It emphasizes one's own personal biases, acknowledging power imbalances, and engaging in continuous growth to build more equitable and culturally responsive relationships.

Your Division by the Numbers



9 New General Members



18

Patient Medical Homes



2

thank you
for your years of care



2

Episodic Access: Urgent Care



6

Focused Care Clinics

Our Work



6

Member Events



41

Committee Meetings



20

Working Group Meetings



Clinic Visits (Division & PCN)

Member Engagement and Leadership



123

Unique Members Engaged in Division supports, meetings, surveys, events, projects.



22

Members leading committees, projects and initiatives

Communications



Heartbeat: 24 issues
Open rate (avg): 75%
Click rate (avg): 18%



MOA Heartbeat: 4 issues
Open rate (avg): 62%
Click rate (avg): 20%

Events and Programs: 30
Open rate (avg): 81%
Click rate (avg): 13%

Refreshed Strategic Plan: Strategic Pillars and Goals 2025–2028

In February of 2025, the Board and Advisory Committee Members participated in a Strategic Planning session to review and update our Mission, Vision, Values and Strategic Priorities.



AMPLIFY

Amplify the family physician and nurse practitioner voices as leaders

- Empower family physicians and nurse practitioners to lead primary care innovation, influence system-level decisions, and collaborate in the design of primary care services within the communities supported by the Division.
- Enhance awareness and supports for members interested in working across areas of care.
- Cultivate future leaders.



SUPPORT

Support Member Well-being

- Recruit and retain family physicians and nurse practitioners.
- Develop a locum coverage program for members to support their life balance and wellness.
- Enhance professional and personal support networks for FPs and NPs.
- Foster collaboration and partnerships across the care continuum.



OPTIMIZE

Optimize Care Delivery and Practice-based Supports

- Provide clinic-level support to reduce administrative burdens and navigate resources and supports.
- Enhance supports and resources for clinic onboarding for new FP and NPs.
- Support members with system navigation and referral pathways.
- Promote and support equitable team-based care resources.



SUSTAIN

Ensure Organizational Sustainability and Effective Program Delivery

- Develop and implement a communications strategy that enhances Division member awareness and understanding of the Division's value and services.
- Strengthen the foundation of the organization, increase operational transparency and engagement.
- Provide access to cultural safety and humility training for staff, board, and members.
- Proactively share, interact, and collaborate with other Divisions.

Our Leaders and Leadership Committees

As trusted partners in health, our members, family physicians and nurse practitioners, play a vital role in shaping the future of health care. Leadership roles and Committees within the Division offer meaningful opportunities to engage, lead, and collaborate. Guided not only by our dedicated Board of Directors but also by our committees, we empower members to connect with one another, influence health system design, and advance the work of the Division.

These committees are more than governance structures - they are platforms for innovation, advocacy, and collective leadership. By participating, members help steer strategic priorities, elevate the voice of primary care, and build a stronger, more responsive health system together.

Members Advisory Committee

In place since 2018, the Members Advisory ensures the diverse member voice remains strong within our organization, providing guidance and recommendations on Division work and governing decisions.

This year, we focused on enhancing member engagement by shifting our approach to reduce formal committee meetings and increase direct clinic visits. This change has enabled the Board and executive team to hear from a broader range of members in their practice settings, bringing those insights back to the Advisory Committee, which now meets quarterly. Chaired by [Dr. Samantha McRae](#), Board Chair, regular members include: [Dr. Lissa Benson](#), [Dr. Kate Morgan](#), [Dr. Genevieve Allen](#), [Dr. Deborah Lisoway](#), [Dr. Deni Hawley](#), [Dr. Sallie Skinner](#), [Stephanie Wiley NP](#), [Dr. Adam Thompson](#) and [Dr. Bonnie Bagdan](#).

Primary Care Network Steering Committee (PCN SC)

The PCN SC is responsible for planning and oversight of PCN Service Plan in the Comox Valley Region. We have a diverse membership, led by [Dr. Lucia Ma \(PCN Convenor\)](#), and includes IH, Division, Ministry of Health, First Nations Health Authority, K'ómoks First Nation, Métis Nation of BC, MIKI'SIW Métis Charter Community and patient partners, serving First Nation, Metis and Urban Indigenous communities, patient medical homes, the UPCC, and the Foundry in the region. Division members include: [Dr. Deborah Lisoway](#), [Dr. Samantha McRae](#), and [Jaime Fortier, NP](#).

Collaborative Services Committee (CSC)

The CSC brings together health system leaders to address local challenges collaboratively. Our CSC is co-chaired by our Board Chair, [Dr. Samantha McRae](#) and Island Health North Island Executive Medical Director, [Dr. Dieter deBruin](#). Division members include: [Dr. Lucia Ma \(PCN Convenor\)](#), [Dr. Rick Potter-Cogan \(LTCI Physician Lead\)](#) and [Jaime Fortier NP](#).

Recruitment Advisory Committee

The Recruitment Advisory Committee guides the strategic work of the Division Recruitment Coordinator. This committee consists of a diverse representation, including: [Dr. Jonathan Kerr \(Recruitment Lead\)](#), [Dr. Shannon Jones \(Locum FP\)](#), [Dr. Laura Bell \(retired FP\)](#), [Dr. Darryl Macleod \(Community FP\)](#) and [Dr. Kirsten Allen \(FP Resident\)](#).

Attachment Advisory Committee

The Attachment Advisory oversees, informs and evaluates the Comox Valley Attachment strategy to meet the needs of the Division and the community. The committee is chaired by [Jaime Fortier NP](#) and comprised of a diverse membership: Office Manager/ MOA, PSP Coordinator, Patient Partner, and Division staff.

Our Leaders and Leadership Committees

Long-Term Care Initiative (LTCI) Leadership

This leadership group provides direction and strategic input for the Long-term Care Initiative. Quarterly meetings are held with Island Health leadership and care homes to inform and guide local solutions. The LTCI is lead by **Dr. Rick Potter-Cogan** with a core group of dedicated long-term care providers: **Dr. Dan Wainberg, Dr. Daniela Chifor, Dr. Laura Bell, Melissa Gagnon NP, and Dr. Genevieve Allen.**

Assigned In Patient Care Leadership

The Division supports assigned inpatient (AIP) recruitment, retention, on-call availability payments and peer mentorship. We are very grateful to the inpatient care leaders who have supported the AIP program and informed the allocation of funding. Many thanks to **Dr. Sara Sandwith and Dr. Dan Wainberg (Comox Valley Hospital Division of Family Practice Medical co-Leads), Dr. Daria Davyduke (Red Group Lead) and Dr. Michael Neufeld (Grey Group Lead).**

Shared Care - Child Wellness Collaborative Steering Committee

The Child Wellness Collaborative work brings together specialists and family physicians who are passionate about improving care coordination for children 6-12 years old. Working closely with community agencies, Island Health, Indigenous partners and the School District, physicians leads: **Dr. Janice McLaughlin and Dr. Ed Howard** guide improvements for FP/NP education and care pathways for children and families.

Adult Mental Health Care Pathways Working Group

Through the work of the CSC, a leadership committee was established to advance the recommendations outlined in the MHSU Pathways final report consisting of **Dr. Ed Howard, Dr. Bonnie Bagdan, Dr. Natalie Drouillard,** Jennifer Block (Island Health), Jolene Turney (PCN), Lesley Howie (Island Health)

Board and Advisory Committee Members participated in a Strategic Planning session to review and update our Mission, Vision, Values and Strategic Priorities.

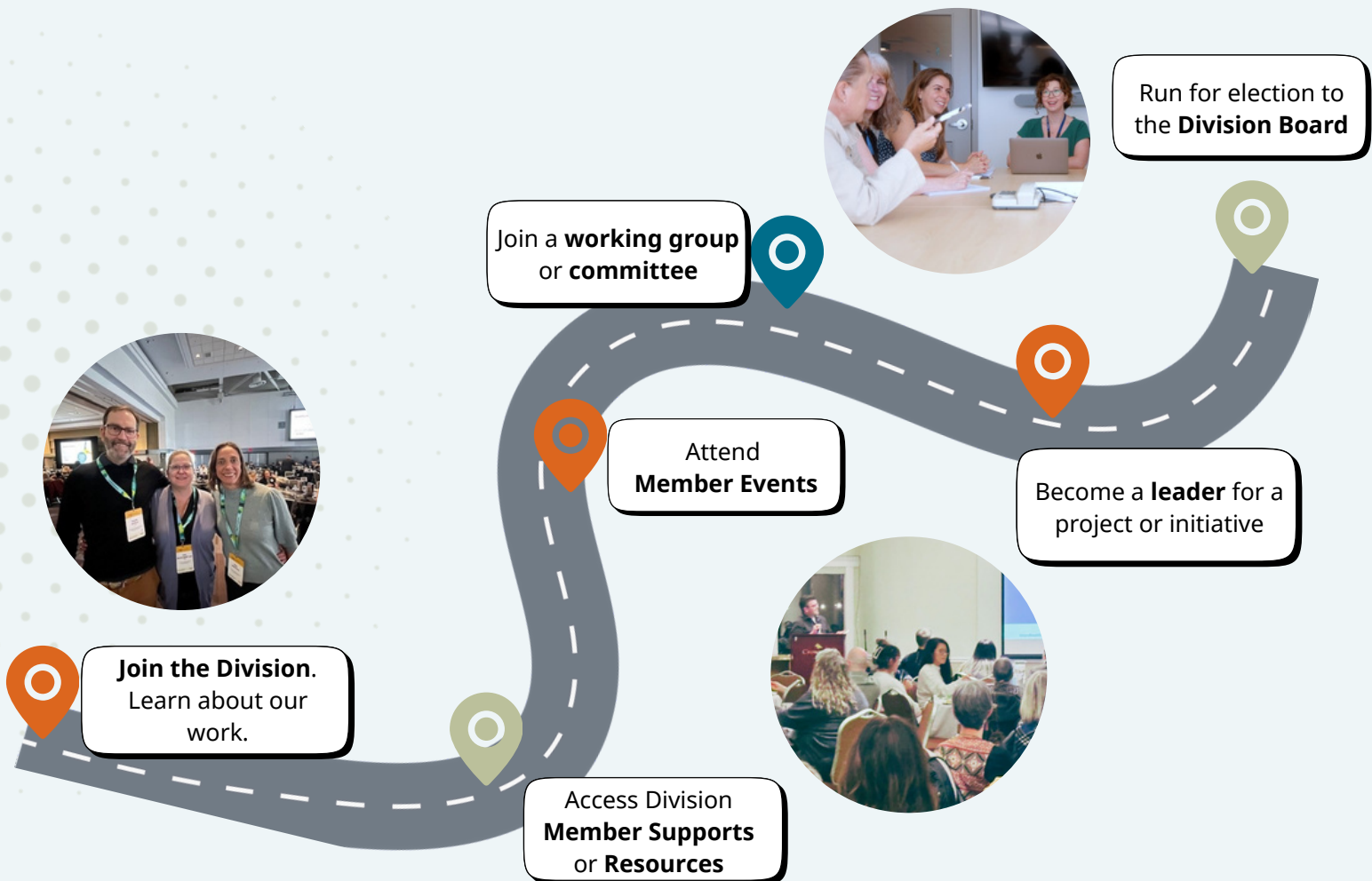


Interested in becoming involved?

There are many ways to share your voice and connect with colleagues.

The Division encourages and supports our members to guide and lead our work. There are many different levels of involvement that can be progressive or all in! Our staff is here to support you to find a good fit for your interests and skills.

Working across our strategic priorities, we engage through initiatives, services and events that meet the needs of our members. See pages 9-10 for a broad overview of our committees. We welcome new ideas and areas we can support.



Division Staff are available to support you throughout your involvement. comoxvalleyrecruitment@comoxvalleydivision.ca

Long-Term Care Initiative



The Comox Valley Long-Term Care Initiative (LTCI) unites Family Physicians and Nurse Practitioners (FPs and NPs), Long-Term Care (LTC) home leadership, pharmacists and Island Health leadership, into a multidisciplinary working group to implement local solutions to improve patient care, improve care provider experiences, and address challenges in LTC.



Dr. Sarah Olson participating in team-based care at the The Views, Comox, BC.

Message from the Physician Lead

It has been my privilege to continue as LTCI Physician Lead this year and I continue to have residents in three facilities. I believe that working to ensure excellence in the provision of LTC for our community is a keystone aligning with our Division's vision and mission statement.

When we gather for meetings, there are great opportunities for networking and building collegiality in the community of providers and also to develop closer relationships with the managers and care teams at our facilities. We have good attendance at educational meetings, and all of these elements benefit our frail senior citizens.

Thank you to all the LTC physicians, NPs, our community partners and, especially, Lynnette Hornung (LTCI Coordinator) for the continued dedication and expertise in keeping this program moving forward."



Dr. Rick Potter-Cogan

Coordinating After Hours Call

Focusing on continuous quality improvement, the **LTC After-Hours Working Group** provided oversight on the implementation and evaluation of the AHC pilot that started in July 2024.

Many thanks to Dr. Laura Bell, Dr. Daniela Chifor, Dr. Marianka Coetzee, Melissa Gagnon, NP, Dr. Marcus Langhans; Dr. Theresa Wilson, Dr. Rick Potter-Cogan, and Dr. Sand Russell-Atkinson.

92% respondents were very or somewhat satisfied with the call group quality of care

94% want to continue the approach as-is or with minor revisions

**Recent results from FPSC quarterly LTC home surveys show strong satisfaction with care homes' ability to reach MRPs 24/7 when needed.*

New! Recruitment Focus

Thanks to one-time FPSC quality improvement (QI) project funds, we are developing new resources to improve the experience of recruitment for FPs and NPs to LTC through onboarding, peer mentorship, and working across Division programs to expand the reach of supports for FPs/NPs exploring LTC practice.



Assigned Inpatient Care

Family physicians are instrumental to the provision of services at the Comox Valley Hospital (CVH). The CVH has a hospitalist program, and assigned inpatient care.

Since the implementation of the Hospitalist contract in October 2024, the Division's use of FPSC Transitional Funding for Inpatient Care focuses on recruitment and retaining physicians in the assigned inpatient care program to sustain inpatient care services at the Comox Valley Hospital.

Assigned inpatient care groups are Red and Grey groups:

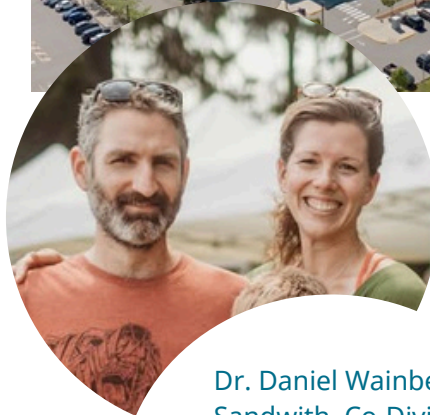
- **Grey Call Group:** A group of 9 FPs caring for their own patients during the week and share call over the weekends.
- **Red Call Group:** A group of 7 physicians rotating call on weekends (Friday to Sunday in two separate groups).

The Division works closely with call group leaders, [Dr. Daria Davyduke \(Red Group\)](#) and [Dr. Michael Neufeld \(Grey Group\)](#), and [Dr. Daniel Wainberg](#) and [Dr. Sara Sandwith, Co-Division Head/Medical Leads, Family Practice, Comox Valley Hospital](#) to determine the best use of the funds.



Inpatient care keeps me feeling connected to my patients, my colleagues, and to our community. Plus, it keeps things interesting!

Dr. Sara Sandwith



CVH is a 153-bed community acute care hospital that serves a population base of approximately 70,800 people.

Dr. Daniel Wainberg and Dr. Sara Sandwith, Co-Division Head/Medical Leads, Family Practice, North Island Hospital, Comox Valley



What motivates me to do leadership work for the attached inpatient physicians is advocating for attached family physicians to have an ongoing role in providing excellent medical care and continuity of care for their patients in our hospital, while maintaining strong relationships with our specialist colleagues

– Dr. Dan Wainberg

This Year's Highlights:

Success of Recruitment Bonuses!

- With a one-year commitment, four new physicians took advantage of a one-time \$10 000 recruitment bonus by joining assigned inpatient care call group this year, strengthening our coverage capacity.

Supporting New Physicians through Mentorship

- To enhance personal and professional networks of support, a peer mentorship program was introduced where experienced physicians are funded to provide peer mentorship for new physicians.
- Mentorship includes up to 7.5 hours of support per physician, funded until Mar 31, 2026.



Recruitment, Retention and Retirement

A Message from the Physician Lead

The year was marked by strong momentum and interest in the region. A total of 11 site visits were hosted, and 32 family physicians and nurse practitioners expressed interest in practicing in the Comox Valley.

This is welcome news following the summer and fall of 2024, where the Comox Valley experienced unexpected departures of family physicians and nurse practitioners. This led to a rise in unattached patients, a shortage of Most Responsible Providers in long-term care, and gaps in inpatient care coverage. These pressures placed considerable strain on the system and highlighted the need for coordinated recruitment efforts.

Recruitment for the hospitalist program has now stabilized, and providers are being found for inpatient care. Long-term care remains a difficult area to recruit for, but there is optimism as onboarding continues for new physicians and nurse practitioners, and retention of existing providers remains strong.



Dr. Jonathan Kerr



“With six FPs and NPs beginning their practices in the first half of 2025, and another ten on the way, we are seeing more patients being attached, with the goal of everyone having their own family doctor or nurse practitioner”.



Photo: Ingrid Timmermans, RnR Coordinator, attending the BC Rural Health Conference in Prince George on behalf of Island Docs.



VISION

Everyone in the Comox Valley has their own Family Physician or Nurse Practitioner.



MISSION

To build relationships and promote the Comox Valley as a supportive and inclusive community where Family Physicians and Nurse Practitioners desire to live, practice and play.

Recruitment, Retention and Retirement



Supporting Members and Building Partnerships

The RnR Program and Advisory Committee continues to build partnerships, advocate for, and support the members of the Comox Valley Division of Family Practice by:

- Promoting Comox Valley as a destination of choice for FPs/NPs interested in Vancouver Island.
- Sharing community information and practice opportunities by rolling out the red carpet for interested FPs/NPs and making connections across community.
- Continuing to support recruitment and practice transition needs by posting FP/NP opportunities and supporting physicians looking to retire.
- Welcoming new residents to the community and helping to make community connections.
- Continuing to foster relationships with municipalities and community organizations to attract new FPs/NPs.



Welcome Package provided to new arrivals sharing information on live, working and playing in the Comox Valley!



Thank you to Ingrid, Alida, and Kris for their tremendous work with recruitment over the past couple of years, as they have been instrumental in making doctors, NPs, and their families feel so welcome in the Comox Valley.”

- Dr. Jonathan Kerr, Physician Lead



Photo: Members welcoming new FPs and NPs at Gladstone Brewery!

Recruitment, Retention and Retirement



Welcoming and Supporting UBC Strathcona Site Residents

We love our residents! Every year the Division supports the Resident Grad celebration. Organized by the Strathcona Site UBC Residency Program and held at the Raven's Lodge on Mount Washington, residents, families and preceptors come together to celebrate and honor our newest Family Physicians. A big thanks to **Dr. Peter Gee, Strathcona Site Director, and Pam Blake, Site Coordinator**, for putting on such a fun event every year!



Congratulations to the new graduates and huge thank you to our community of preceptors.

12 years of Family Practice Residency

10 years of Graduates 

100+ learners have been in or involved the Strathcona Site program

90% of graduates stay to practice on the Island

70% of graduates stay to practice in Campbell River and Comox Valley

Data courtesy of the [UBC Strathcona Site Update 2024-25](#)



The Comox Valley Division welcomes residents with this handout to share the Division resources and supports



Future Focus Areas

- Host meet and greet social gatherings for new family physicians and nurse practitioners to meet and mingle with their colleagues
- Work with the Attachment Working Group to ensure incoming and retiring physicians are seamless supported with patient (de)rostering needs
- Support the development of a locum coverage program for members to support their life balance and wellness.

For more information on the recruitment and retention program, please contact comoxvalleyrecruitment@comoxvalleydivision.ca

Connection is Key!

Spring Fling 2025

In partnership with the Medical Staff Association, the Division co-hosted the Spring Fling. It was a night of connecting with colleagues and making memories.

Spring Fling 2025!



There is no equivalent to the Division in the UK and I think networking opportunities like this go to show just how important these social events can be to bring us all together!”

Dr. Phillip Grimmer



Annual Division BBQ

Summertime is BBQ season and each summer we bring together members and their family to share some fun in the sun and good conversation. This year we met at Kin Beach Provincial Park and where we were so pleased to welcome Dr. Alice Gaudet and her family who arrived from the UK the day before. What a warm welcome!



2025 Pride Parade

Organized by Dr. Stacey Hoselton and Office Manager Kim Moore of Sea Cove Medical, our Division Pride Parade had a fantastic turnout!

Alongside the Medical Staff Association, we proudly walked together down 5th Street to Simms Park in support of the LGBTQ2+ community.



Celebrating Family Doctor Day!

We love our Docs! This year the Division went around to each clinic to drop off a token of our appreciation. **Thank you to all members for the care and wellness you give our community.**

Top: Dr. Noah O'Connell, Dr. Stuart Gray and Dr. Stephen Nap at ValleyCare Medical Clinic **Bottom:** Dr. Ed Howard at Comox Medical Clinic



Supporting Medical Education



Through Rural Coordination Centre of BC funding, the **Rural Continuing Medical Education (RCME)** program, lead by **Dr. Kevin Swanson**, funds and delivers annual community CMEs and Grand Rounds in the Comox Valley Hospital.

This past year's topics included:

2024

November

- A New Approach to Purposeful Leadership in Medicine **Dr. Sarah Lea**
- Bridging Knee Preservation vs. Knee Replacement: HTO or UKA - **Dr. Jennifer Hunter**
- ACLS Training - **Dr. Albert Houlgrave**

December

- How to Provide Longitudinal Primary Care for Two-Spirit, Transgender and Non-Binary (TTNB) Patients - **Dr. Sharmeen Mazaheri**
- Dept of Anesthesia Journal Club

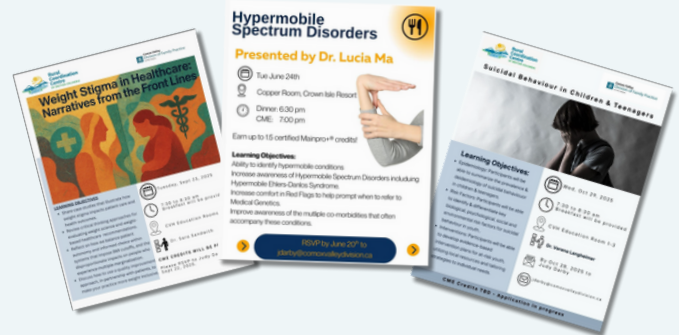
2025

January

- High Yield Dermatopathology Review for all Physicians **Dr. Neelam Sandhu**
- High Altitude Physiology - Adaptation & Illness - **Dr. Josh Briggs**

February

- Surgical Assist Refresher - **Dr. Carol Galway**
- The World of Medical Transplantation - Not Just Organs! - **Dr. Diane Bohonis**



March

- Ophthalmology Night

April

- Crystal Meth Psychosis - **Dr. Shawn Nomani**

May

- The Future is Now - Advanced Access Scheduling **Dr. Jonathan Kerr**
- Q&A on Pathology Processes - **Dr. Neelam Sandhu**

June

- Hypermobile Spectrum Disorders - **Dr. Lucia Ma**
- Update to the Management of Neonatal Hyperbilirubinemia - **Dr. Jacqueline Larizza**

September

- Weight Stigma in Healthcare: Narratives from the Front Lines - **Dr. Sara Sandwith**

October

- Palliative Approaches in Long-Term Care - **Dr. Marie-clare Hopwood and Dr. Laura Gilbert**
- Suicidal Behaviour in Children & Teenagers - **Dr. Verena Langheimer**
- Neonatal Resuscitation Program
- Emergency Medicine Conference
- ALARM - Advances in Labour and Risk Management
- ACLS Training - **Dr. Albert Houlgrave**

Clinic-Based Supports

Your Clinic Liaison

This year the Division established the Clinic Liaison role to strengthen communication and engagement with family practice clinics while providing direct support and connection to resources.

The Clinic Liaison helps clinics meet operational and clinical priorities and informs the Division's understanding of member needs to guide more responsive and effective supports.



Impact: October 2024 - October 2025

 **25**
Clinics Supported

 **+195**
Direct Supports Provided

 **+120**
Connections to Resources

Aims and Activities



- **Providing Operational & Resource Support:** Work with clinic teams to address a variety of concerns including capacity, scheduling, and workflow challenges.



- **Supporting Team-Based Care:** Work with clinic teams to onboard allied care providers, optimize scheduling and workflow integration, while addressing operational challenges to improve patient access and strengthen team stability.



- **Onboarding New Family Physicians & Nurse Practitioners:** Welcome new members to the Division ensuring they have access to essential resources like Pathways and UpToDate in a timely and efficient manner.



- **Enhancing Communication & Collaboration:** Facilitate clinic huddles, network events, support a community of practice and peer-to-peer connections, foster stronger collaboration and share learnings across clinics and providers.



- **Engaging with Community Partners:** This year worked with over 20 partnering organizations to align efforts and expand access to resources for primary care (including Island Health, Practice Support Program, Doctors Technology Office, Pathways, and more!)

Looking for connections to resources, tools or programs? Not sure if the Clinic Liaison can help, reach out to Alida Sklarski at asklarski@comoxvalleydivision.ca

MOA Network



The MOA Network empowers and connects medical office staff by addressing challenges, sharing solutions, and strengthening collaboration across Comox Valley clinics.

“I love these opportunities! Thank you for continuing to offer these events. I look forward to them every single time!”

– Event participant

Activities this year:

MOA Network Advisory Group formed! Five office managers advise the Clinic Liaison to ensure the network’s initiatives reflect the needs and interests of local family practice clinics.

Professional Development & Education:

MAiD Referrals Lunch & Learn (February 2025)

Aim: To increase confidence and clarity in navigating the MAiD referral process.

 **15 participants from 13 clinics**

Mental Health First Aid Course (March 2025)

Aim: To practical, relevant tools to confidently support patients and colleagues in times of crisis.


 **16 participants from 9 clinics**

“Great course! Really engaging, had me think about the language I use and new ways to handle difficult situations.” – Course participant

Networking & Community Building:

MOA Network Dine & Learn (March 2025)

Aim: To support compassionate communication and active listening to strengthen patient interactions and team culture

 **45 participants from 18 clinics**

Quarterly Networking Lunches: Brought together **21** medical office staff from **10** family practice clinics across three sessions to connect with peers and to discuss shared challenges.

The MOA Spirit Awards celebrated medical office staff with a special thanks to the physicians and nurse practitioners who submitted over 65 nominations!



Quarterly Newsletters: With 126 subscribers, including staff from family practices and other specialty clinics across the Comox Valley, each issue features news, resources, and network updates.

Pathways BC

Pathways is an essential resource for physicians, nurse practitioners, and clinic teams providing fast, reliable access to:

- Accurate referral information
- Thousands of clinician and patient resources
- Health authority and community service information

Comox Valley Pathways



21,504 Annual logins - FPs, NPs & Office Staff

196 Active users

69 Specialist consultants listed

31 Specialties

Username

Password

[Forgot Password!](#)

Login



Top Viewed Resources

Specialties:

Dermatology
Neurology
Orthopedics

Service Categories:

Mental Health – Adult
Pain Management
Mental Health – Child & Youth

Clinician Tools:

IH Medical Imaging Wait Times
Early Pregnancy Enhanced Care Pathway
Child and Youth Eating Disorder Care Pathways

Don't have access to Pathways? Reach out to [Alida Sklarski](#), Comox Valley Clinic Liaison

MHSU Care Pathways Project

The Comox Valley Collaborative Services Committee (CSC) recognized a need for enhanced community collaboration and clearly defined care pathways between primary care and Island Health adult mental health and substance use (MHSU) services.

In response, the Division partnered with Island Health and UBC's Innovative Support Unit (ISU) to coordinate and deliver the **MHSU Care Pathways Event** on February 24, 2025.



65

Participants
24 FPs & NPs with office staff, allied health, health system partners & community agencies



Micro presentations
programs & services



Primary and Community Care Mapping
identify gaps and barriers



Networking and Resource Sharing

I have enjoyed my work with the MHSU committee over the past year, as I am interested in improving awareness and access to mental health services in our community. In my 25+ years of practice, I have seen how mental health affects my patients in regard to their physical health, and how they function in their work, school, and relationships.



I am interested in simplifying and streamlining referral processes for Mental Health services in our community and improving communication with our colleagues at Comox Valley MHSU. Ultimately, all of this is intended to strengthen our patients' mental health.

Dr. Ed Howard, Physician Lead

The result was a leadership committee forming, including **Dr. Ed Howard (FP)**, **Dr. Bonnie Bagdan (FP)**, **Dr. Natalie Drouillard (Psychiatrist)**, **Jolene Turner (PCN Mental Health Clinician)** together with Island Health MHSU leadership and Division staff to advance the recommendations outlined in the **final report**.



A full house at the MHSU Care Pathways Mapping Event!



Primary Care Network

Communities Served:

Courtenay | Comox | Cumberland | Denman Island | Hornby Island

Message from the PCN Physician Convenor

Longitudinal Primary Care is the foundation of medical care, but is often expected to function without a team. Our PCN works tirelessly to give our community the resources to change this and improve outcomes for all parties involved. I joined our PCN in 2023 to keep working towards this goal. I have learned so much about our incredible medical professionals in the Comox Valley, our phenomenal PCN and Divisions team members, our healthcare infrastructure, and the immense dedication we all have to our community. I look forward to what we can accomplish in the future."



Dr. Lucia Ma



Allied Health Supporting Team-based Care in Family Practice Clinics



11

Clinics participating



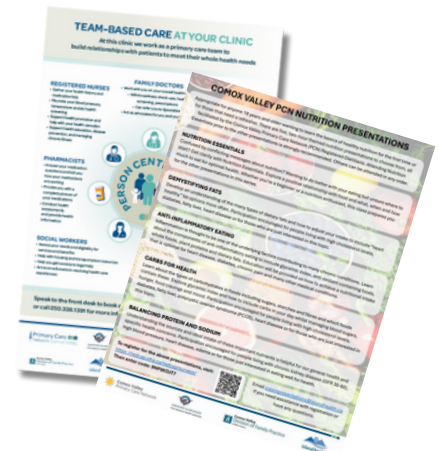
10

Allied Health professionals hired

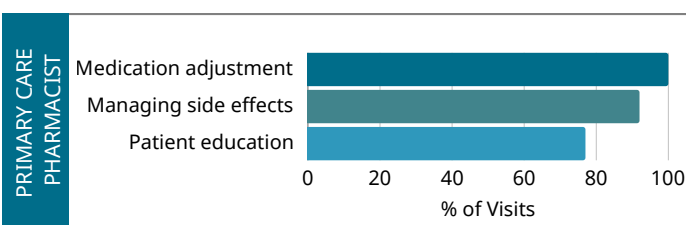
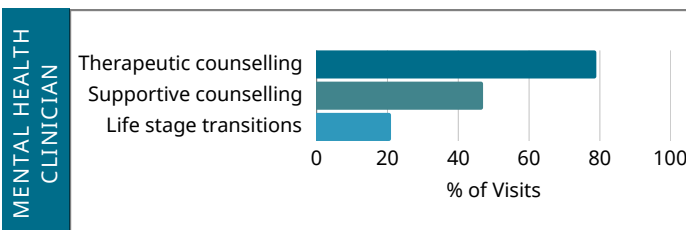
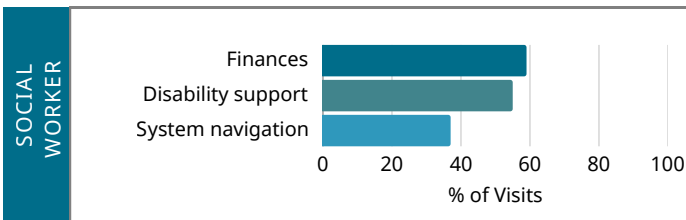


2

Registered Nurses hired

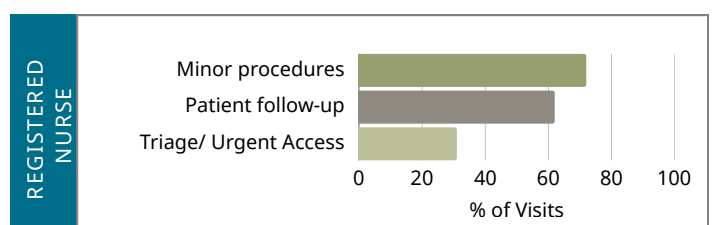
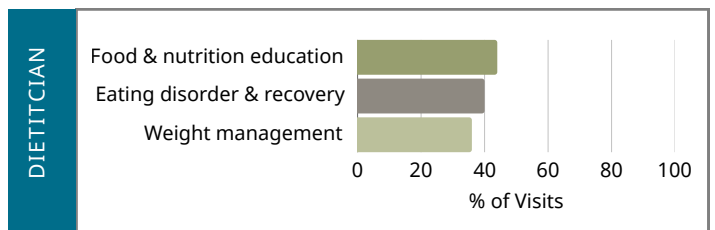


The top 3 most frequent types of services provided by allied health team members (tracked over a month):



30 group nutrition sessions delivered to over 250 patients to expand knowledge and make positive change!

Topics included: Nutrition Essentials, Anti-Inflammatory Eating, Carbs for Health, Balancing Protein and Sodium, and Demystifying Fats.





Primary Care Network



Indigenous Primary Care Support



Under this strategy **Dr. Vanessa Brcic**, with support from **Dr. Nancy MacPherson**, continue to support patients out of the K'ómoks First Nations Health Centre on a 0.6 FTE contract. A second 1 FTE physician group contract is about to be recruited based at the former Cottage Medical clinic, now being operated by MIKI'ISIW (local chartered Metis Community). Joining the physician(s) will be two advocate/social workers hired with PCN funding through Metis Nation BC. Work continues to establish a PCN lead role for the Indigenous Health strategy.



Equitable Access to Primary Care



HEALTH CONNECTIONS CLINIC (HCC)

A PCN funded team of physicians and nurse practitioners continues to provide care for vulnerable patients at the HCC/Nursing Center. The lead physician is **Dr. Steven Griffith-Cochrane** and the team is supported by a registered nurse, a social worker, and a part-time administrator.

iHOST Island - Homeless Outreach Support Team

1 FTE of physician coverage continues to do outreach into the community to support marginalized populations in collaboration with nursing, social work, and people with lived/living experience as peer support workers.

·FOUNDRY·

The PCN funded group model (1.1 FTE) led by **Dr. Janice McLaughlin** provides on-site during drop-in hours (Monday / Wednesday 1-4:30 pm/ Tuesday / Thursday 1-6 pm). Foundry recently started offering appointment bookings to increase the accessibility of services for youth with barriers such as work and school schedules. PCN was able to support the Foundry's new disordered eating clinic by providing one day a week support from one of the PCN dietitians experienced in working with youth in this area.

URGENT PRIMARY CARE CENTRE (UPCC)

An evolution of the Division After Hours Urgent Care Clinic is now an Island Health owned & operated UPCC. Led by **Dr. Alfredo Tura**, the clinic has a full complement of staff, including family physicians and nurse practitioners, registered nurses, allied health providers (social work and mental health support workers), and Medical Office Assistants. The clinic had over 11,000 visits in the past year. 68% of these visits were outside of normal hours (after 5 pm). Patients' acts of gratitude for the service and to the staff are noted daily, especially on weekends and statutory holidays when the ER is the only other option, in North Vancouver Island.



Primary Care Network



Helping to Close the Attachment Gap

Aligned closely with the work of the local Recruitment and Retention Coordinator and the attachment program team, the PCN has continued to focus on supporting effective attachment to primary care.



FP/ NP CONTRACTS

NEW THIS YEAR:
4.8 FTE FP
1 FTE NP



23.9 FTE APPROVED CONTRACTS

Attachment & The Health Connect Registry (HCR)

The Attachment Program supports patient attachment to physicians and nurse practitioners from Fanny Bay to the Oyster River in the Comox Valley. The Health Connect Registry (HCR) is a provincially developed database used to support our local program.

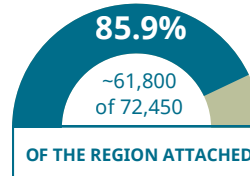
This year the attachment gap grew with 9 physicians leaving practice, leaving approximately 7,450 patients unattached.

Highlights

Current State



HealthLinkBC



7436 Actively waiting

October 2024 - September 2025



2110 ATTACHED

BY



61 FPS



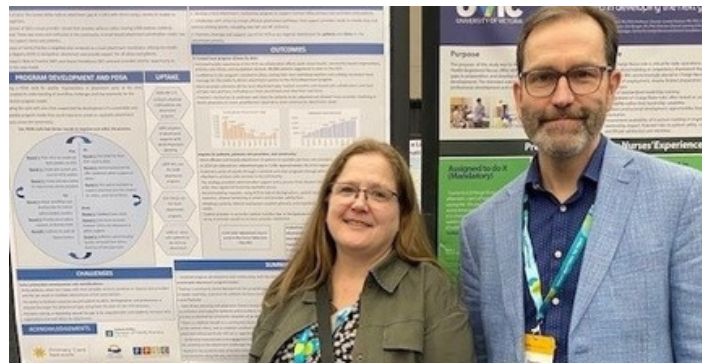
11 NPs



“As Attachment Lead for this work, I am drawn to the creativity required to tackle systems issues and ability to explore different ways to meet both patient and community needs.

I enjoy working with such a great group of passionate, open minded and receptive individuals! I aim for this work to help support sustainable and fulfilling practices for providers, which ultimately contributes to better patient care.”

Jaime Fortier, NP



Lisa McDougall Lee, PCN Operations Lead, presented our attachment successes at 2025 Quality Forum titled “Quality Attachment to increase patient, physician and nurse practitioner satisfaction in the Comox Valley”. (Link to story board)



Children and Youth Matter

Children and Youth Matter Comox Valley (CYMCV) is a local group of caring community members and providers, who work to increase awareness and access to services supporting physical, mental, cultural, sexual, and social health for children and youth in the Comox Valley. We know all children and youth benefit from timely, effective, coordinated and culturally appropriate supports and services in our community, so that they can lead healthy, happy lives.



CYMCV has played a foundational role in identifying service gaps and advocating for improved care for children aged 6 to 12. These efforts have directly led to the development of the [Child Wellness Collaborative](#), a two-year initiative funded by Shared Care.

Future Goals

- Continue to support the Child Wellness Collaborative project by actively engaging in working groups.
- Work to increase the level of trauma informed practices and resiliency in our community.
- Work to build capacity in the community to address the social determinants of health.

Child Wellness Collaborative

Co-Leads: Dr. Janice McLaughlin and Dr. Ed Howard

TIMELINE:

- **Proposal Submitted:** March 12, 2025
- **Approved:** April 30, 2025
- **Started:** May 27, 2025

The Child Wellness Collaborative (CWC) Project aims to improve accessibility, collaborative care, and support networks to enhance the mental, social, and physical health of children in the Comox Valley. Over the next 24 months, the initiative aims to strengthen FP and NP knowledge, coordination, communication, and training, while laying the foundation for a sustainable, integrated model of care.



Develop and deliver a learning series for FPs and NPs to enhance their ability to identify and manage complex child health needs.



Establish a centralized service provider directory to improve navigation and referral pathways for families and providers



Create a community of practice to build cross-sector relationships



Improve the navigation of care for children aged 6-12 years old, with the goal of a 'family hub' service model providing multidisciplinary care.



Shared Care is a collaborative initiative, supported by Doctors of BC and the BC government, that brings family doctors and specialists together to better coordinate patient care across primary and specialist services. It supports local projects that close gaps in care and improve patient outcomes.

Message from the Physician co-Lead



I believe deeply in investing in and strengthening the supports and resources available to our children and youth. They are our future and it brings me great joy to witness the positive changes that can set them on a path to thrive in life. I am continually inspired by the curiosity, creativity, and sense of meaning that comes from working with this age group.”



Dr. Janice McLaughlin

Board of Directors

Our Board of Directors plays a pivotal role in advancing primary care in the Comox Valley

The Board of the Comox Valley Division of Family Practice comprises a passionate group of physicians and community members who engage with the membership, community and leaders in a collaborative effort to help develop solutions that improve primary health care.



Dr. Samantha McRae
Chair



Dr. Deni Hawley
Director



Dr. Sallie Skinner
Director



Tine Pringle
Treasurer



Keeley Young
Secretary



Dr. Lissa Benson
Director



Cathy Silversides
Director



Dylan Kozlick
Director



Dr. Nicole Minnielly
Director

With special thanks to our Board Members who stepped down this year:

- Dr. Darryl Macleod, General Member
- Dr. Kevin Donak, General Member
- Dr. Josh Wiggins, General Member
- Aaron Macluskie, Community Member
- Sasha Nowicki, Community Member

Your Division Team



The Division is fortunate to have a team of dedicated and passionate individuals to support delivering the mission and vision of the Comox Valley Division of Family Practice.



Catherine Browne
Executive Director



Judy Darby
Executive Assistant &
Inpatient Care Coordinator



Lynnette Hornung
Long-term Care Initiative
Coordinator



Kris Johnson
Program Manager

Your Primary Care Network Team



Gavin Arthur
PCN Manager



Alla Kulchiski
Attachment Coordinator



Tara Richardson
Finance & Operations
Assistant



Ingrid Timmermans
Shared Care &
Recruitment and
Retention Coordinator



Lisa McDougall-Lee
PCN Operations Lead



Lauralynn Shaefer
PCN Administrative
Assistant



Alida Sklarski
Clinic Liaison



Susan Muller
Operations Manager
(on leave)

With special thanks to our contractors:

Financial Management - Jason Brown, CPA
PCN Governance & Engagement - Jacquie Kinney

Division Team Building and Learning

Cultural Safety and Humility

The Division Team visited the George Littlechild exhibition at the Comox Valley Art Gallery on October 29, 2025. It was a moving learning experience about the difficult history of the Indian Residential School system in Canada the Sixties Scoop and the destructive impact on the lives of individuals, families, and generations of those involved.



Christmas Fun!

The Division Team got out from behind their desks to team build at the Comox Valley Curling Club. Sweep!



Blast from the Past!

The Spring Fling returned and so did our founding ED, Janet Brydon, together with Tara Richardson, Judy Darby and Catherine Browne.



Showcasing the Division!

Gavin Arthur, Lisa McDougall-Lee and Kris Johnson at the BC Health Quality Forum 2025

Message from the Treasurer



Tina Pringle

I am delighted to report that financial processes of the Division are running smoothly and efficiently under the direction of our Finance Manager and Executive Director. Our auditors are equally pleased that we have a Chartered Professional Accountant on the team and with how far we have come over the last few years from a financial reporting perspective.

The Audit of the Division's financial statements was completed in June 2025 and we received a clean audit report. The results for the year show a net of \$22,606 revenue over expenditures. This surplus is interest earned which we have recognized to offset our prior year accumulated deficit of \$22,888. There remains a small deficit at the end of this year of \$282. The Audit was smooth and the Auditor thanks our Executive Director and Financial Manager for their hard work dedication.

Stub financial Statements to September 30, 2025:

As required by the Society's act, we are including the financial statements to September 30, 2025, since we are more than 6 months from the end of the fiscal year. These reports are prepared on the accrual basis of accounting which means funding is recognized as income to the extent that it is spent. These reports also show deferred funding revenue available for use on program delivery for the rest of the fiscal year. These reports follow the Financial Statement on page 29 to 30 of this report.



2024 AGM:

Above (Left to Right): Board Members Aaron Macluskie, Board, Dr. Samantha McRae, Tina Pringle, Keeley Young, Dr. Darryl Macleod, Sasha Nowicki, Dr. Sallie Skinner

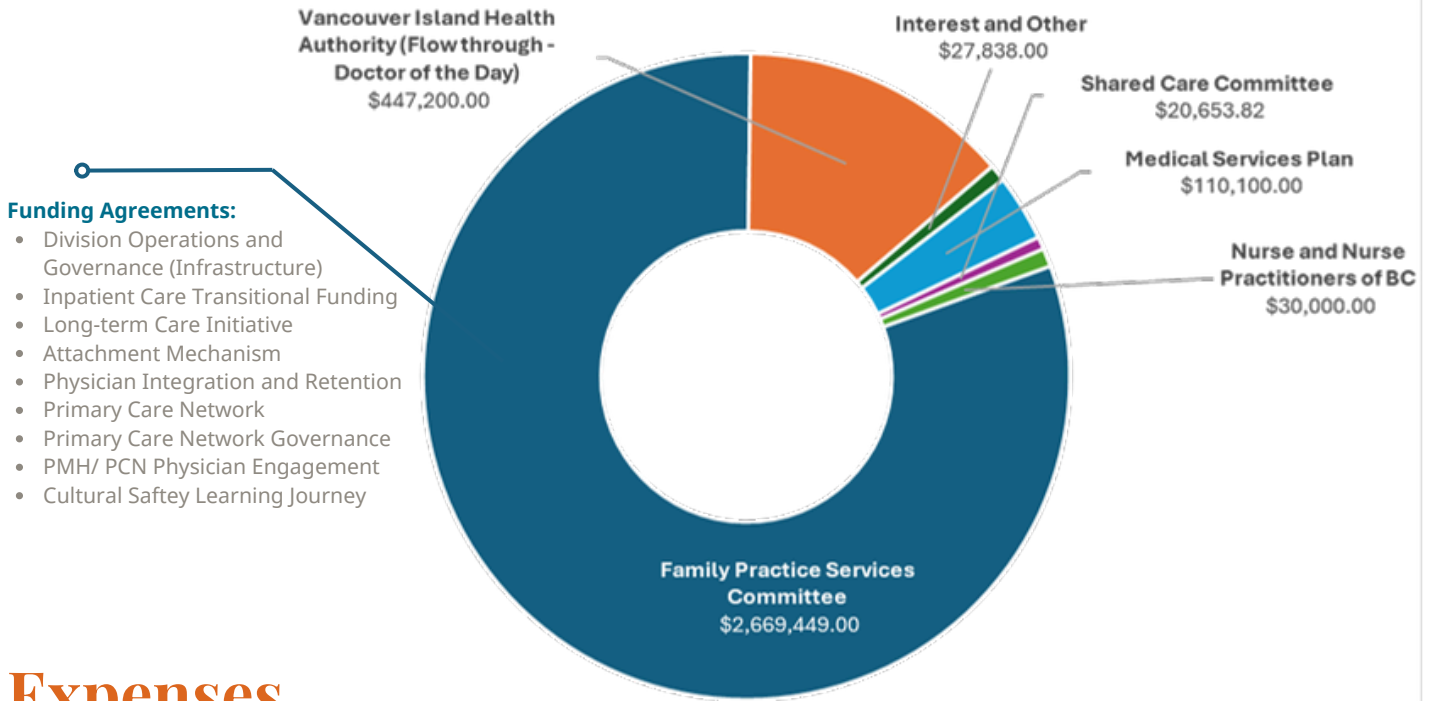
Below: Dr. Samantha McRae welcoming guests.



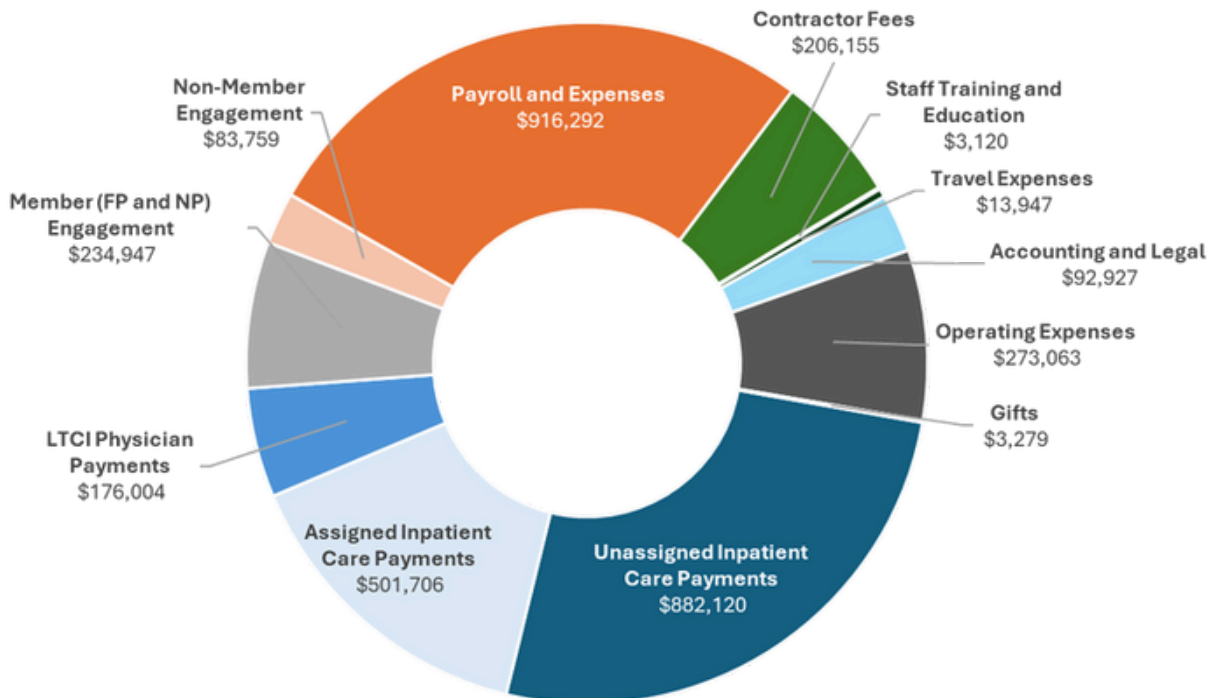
Financial Summary Fiscal Year 2024-25

*Audited Financial Statements Available Upon Request

Revenue



Expenses



Financial Summary Stub Financials

*Complete Financial Statements Available Upon Request

Balance Sheet

CV Division of Family Practice
As of September 30, 2025

ASSETS

Current Assets

Cash and Cash Equivalent	\$	702,198
Accounts Receivable		2,833
GST Receivable		20,255
Prepaid Expenses		928
	\$	<u>726,213</u>

Equipment		1,852
	\$	<u>728,065</u>

LIABILITIES

Current Liabilities

Accounts Payable and Accruals		158,290
Government Remittances Payable		-
Deferred Revenues		569,535
	\$	<u>727,824.92</u>

NET ASSETS (DEFICIT)		240
	\$	<u>728,064.92</u>

Profit and Loss

CV Division of Family Practice
April 1 - September 30, 2025

Income

FPSC Inpatient Care Funding	\$	380,804
LTCl Income		54,068
Govt Funding Restricted current year		627,175
Gov Funding restricted previous year		35,610
Expense Recovery		2,833
Total for Revenue	\$	1,100,489

Expenses

Accounting and Legal	\$	50,453
Board Expenses		43,384
Committee Expenses and Member Honoraria		52,449
Contracted Fees		34,723
Dues and Subscriptions		4,393
Honoraria - Non-Physicians		4,559
Inpatient Clinical Fees		380,319
Insurance		1,170
Long Term Care Initiative		38,226
Meeting Costs		8,176
Office Supplies and Printing Costs		27,011
Salaries and Benefits		449,121
Staff and Contractor Education		1,855
Travel		4,651
Total for Expenses	\$	1,100,489

Profit	\$	-
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Deferred Revenue

CV Division of Family Practice
As of March 31, 2025

	Balance March 31, 2024	Funding Received	Revenue and Fund Transfers Recognized	Payable to DoBC	Balance March 31, 2025
Infrastructure	\$ 61,444	\$667,352	\$619,245	\$84,551	\$25,000
NNPBC	-	30,000	30,000	-	-
Infrastructure Interest	3,594	19,012	22,606	-	-
Attachment Mechanism	26,292	99,777	113,375	12,694	-
SC Older Adults	-	25,124	20,654	-	4,470
PCN Operations and Governance	20,332	271,818	268,216	-	23,934
PCN Change Management	9,799	70,962	40,885	-	39,876
PCN Governance Refresh - Gate 1 and 2	96,981	114,675	190,490	21,166	-
PCN Culturally Informed Care	40,608	-	28,912	11,696	-
FPSC PMH/PCN Engagement	113,466	227,539	212,921	128,084	-
Health Emergency Management	3,851	-	-	3,851	-
Long Term Care Initiative	43,698	257,955	285,098	16,555	-
Unassigned Inpatient Care	-	557,300	557,300	-	-
FPSC Inpatient Care Bridge Funding	-	450,000	450,000	-	-
FPSC Inpatient Care Transitional Funding	-	421,152	381,526	39,626	-
Physician Integration and Retention	-	57,500	57,500	-	-
Unrestricted Funds	9,457	-	6,993	-	2,464
ACP OH	-	19,520	19,520	-	-
	\$ 429,522	\$ 3,289,686	\$ 3,305,241	\$ 318,223	\$ 95,744

Get Involved!

You are the Division.
Join our work to help shape the
Comox Valley's medical community

SCAN TO
Let Us Know
Your Interest



<https://comoxvalleydivision.checkbox.ca/Call-for-Expression-of-Interest>



Contact information

Comox Valley Division of Family Practice
Unit 1324
2137 Comox Ave
Comox, BC, V9M 1P2

Website: <https://divisionsbc.ca/comox>
Email: comoxvalley@comoxvalleydivision.ca

Acknowledgements

The Comox Valley Division of Family Practice gratefully acknowledges the funding of the Family Practices Service Committee, Nurse and Nurse Practitioners of BC, and Ministry of Health, as well as the support of the Division of Family Practice provincial office. We extend our thanks for the contributions of our many partners.