

Fraser Northwest Primary Care Network

Period 13 Addendum Report

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Overview of FNW Program Strategies

With a total population of 315,000 in the Fraser Northwest (FNW) and an attachment gap of 43,210 (Source: 2016/17 MoH Community Matrix data), an introduction of the PCN supports and services would significantly reduce this gap for members of the community seeking a family physician. On average, FNW physicians see approximately 21 patients/day which is significantly lower than that of other communities in the province and this may be largely due to the growing complexity of the patient population paired with a growing mental health population. Through the development process, 4 distinct PCN's have been identified by the Ministry of Health (MoH) within the FNW:

1. New Westminster
2. Port Coquitlam
3. South Coquitlam
4. Port Moody/Anmore/Belcarra/North Coquitlam

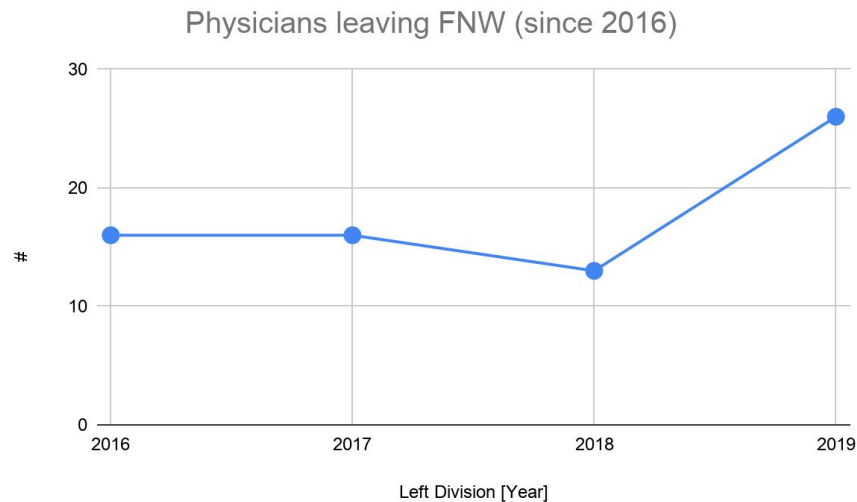
Further details on the distribution of PCN resources and the community demographics can be found at the end of this report.

FNW Community Overview

FNW Division membership is comprised of approximately 435 physician and provider members. Although this number is large, 40% of FNW members have been in practice for 20+ years. This is a significant portion of the membership of FNW. A detailed breakdown can be seen in the chart below:



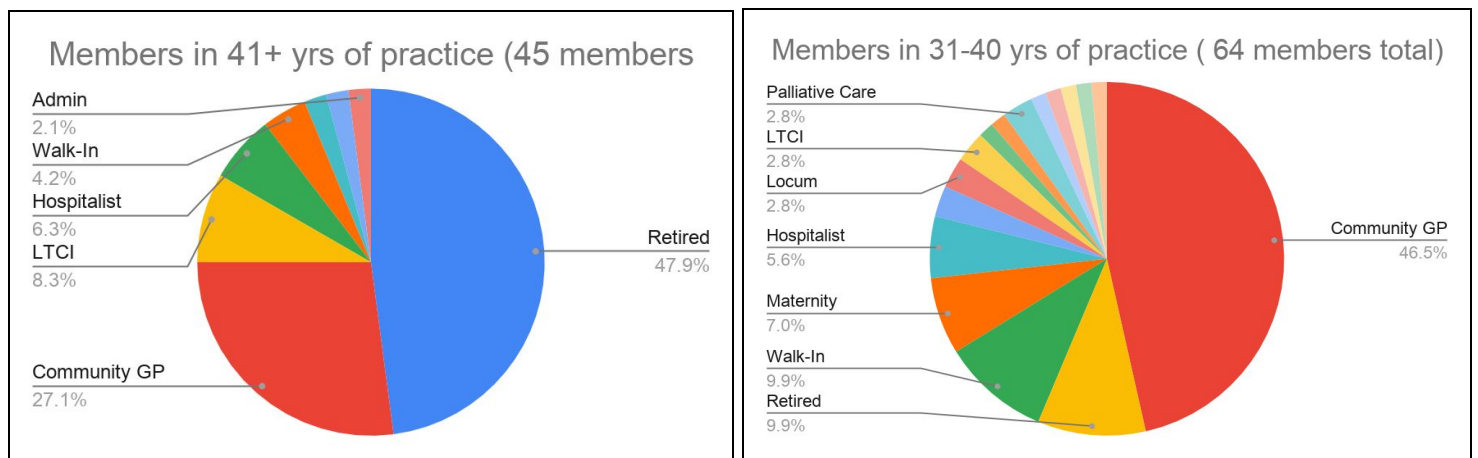
The number of physicians retiring and/or leaving the community continues to grow with those leaving citing high costs that the FFS compensation model currently can't meet with how some family physicians practice. Since 2016, there have been approximately 47 physicians leave the community with 11 physicians leaving in 2019 alone. Since the launch of the PCN, there have been 2 family physicians who have retired, 6 who have left the community and a practice of approximately 15 Family Physicians recently moved to a neighbouring community.

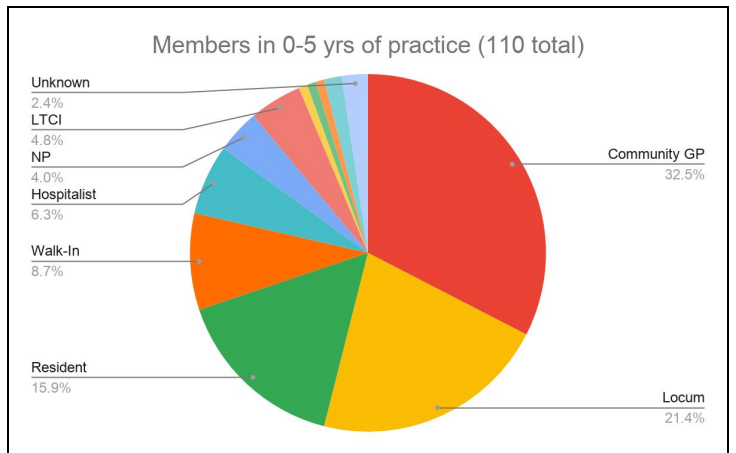
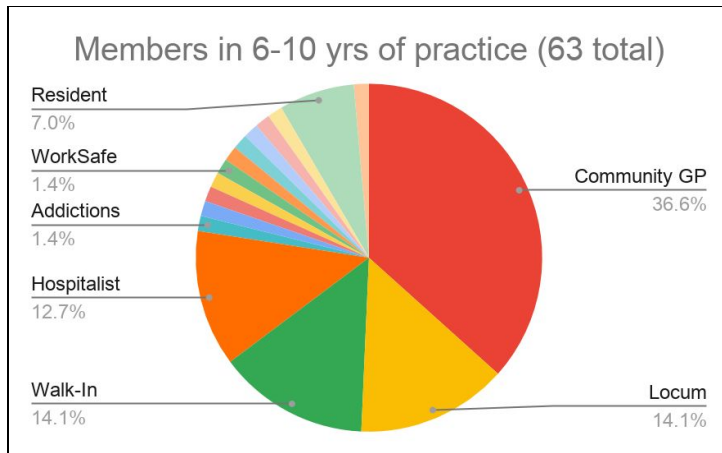
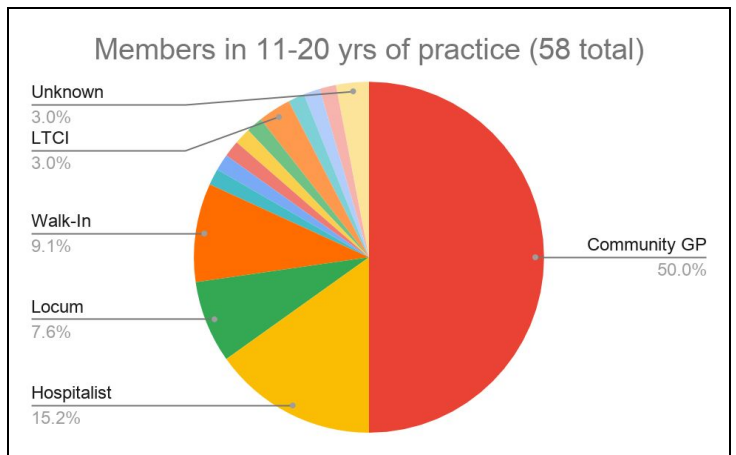
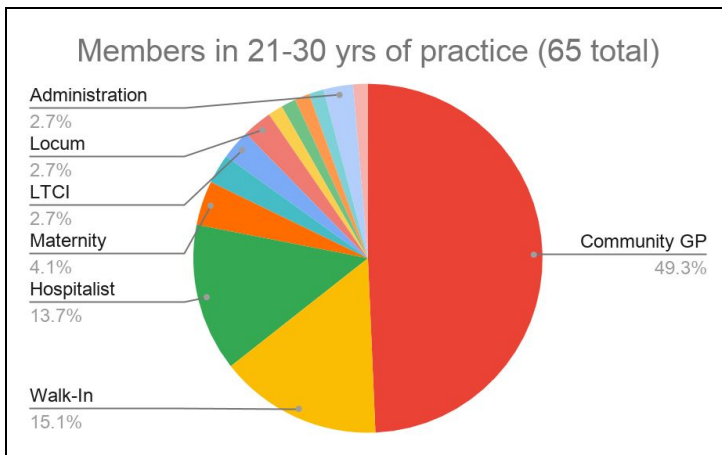


Projected retirements in the next year are set at 7 with a five year forecast of 25 family physicians retiring out of the FNW communities. This projection is an estimate and is based on an estimate that approximately 10% of our members that are 21+ years in practice will retire between 2020-2024 as we have 173 members that are 21+ yrs. Supportive resources such as RNs in Practice, access to rapid clinical counselling resources and practice improvement support are paramount to retaining the current physicians in the FNW, and recruiting future physicians to practice in these communities.

Since mid-March there has been an increase in primary membership from physicians as well as a number of retired physicians reaching out to indicate they are able to support in ongoing work in the FNW communities.

FNW membership is, not surprisingly, largely made up of community Family Physicians with a similar number of locums and hospitalists comprising the bulk of the members. Residents are also popular members and there is a range of approximately 23 other positions including Nurse Practitioners, specialized physicians, retired physicians and medical students - some members may also have multiple roles. A detailed breakdown of the membership composition and years in practice is noted below:





Covid-19 Response

With the declaration of Covid-19 as a pandemic by the WHO on March 12, combined with the growing concern in the FNW around safety, accessible Personal Protective Equipment (PPE), closures, and impacts to community Family Physicians, the Division partnered with FHA to launch both a physical and a virtual assessment clinic hosted at a local family practice in New Westminster on March 16. This multi-phased approach included the development of a community based online screening tool (<http://covid19tool.com/>), the set up of a virtual telehealth clinic and the set up of a physical assessment clinic in close proximity to Royal Columbian Hospital in New Westminster.

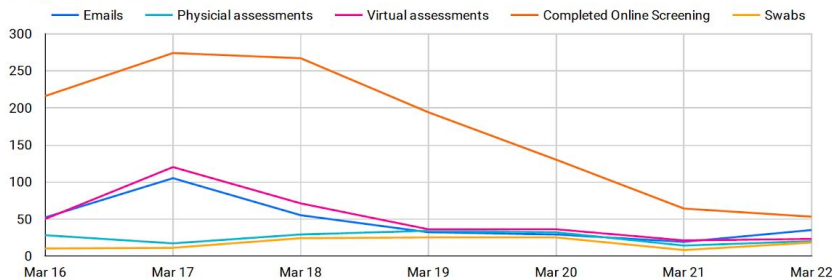
There was an outpouring of a response from community physicians who were willing to support these clinics by taking on shift work as well as a reshuffling of resources by the HA to adequately equip the clinic team with the necessary equipment, supplies and human resources to support this community outreach work. Within the first week of the callout to members to support these clinics, there were over 100 Physicians and Nurse Practitioners who responded to the request. The visuals below show the data collected and shared in the first two weeks of the program's launch:

FNW Assessment Clinic Data

Week 1: March 16 - 22, 2020

Completed Online Screening	Emails	Virtual assessments	Physical assessments	Swabs	# doctors on virtual shift	# of doctors in clinic
1,198	327	357	174	121	26	6

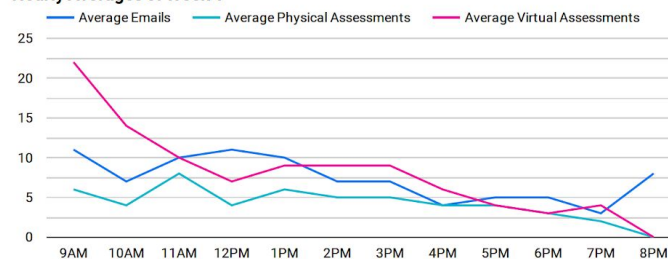
Daily Totals of Week 1



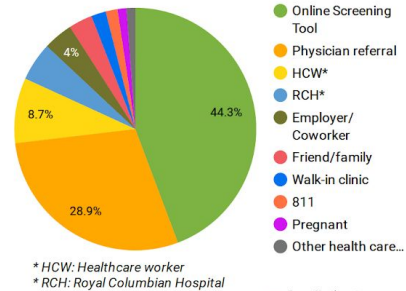
"...It's making a big difference.
And we love it." - ER Physician

"Keep up the good work!
right now, your up and running clinic
is saving the EDs from crumbling
down and breaking. Great work
everyone!!!" - ED Department Head

Hourly Averages of Week 1



How were patients referred for a virtual assessment?



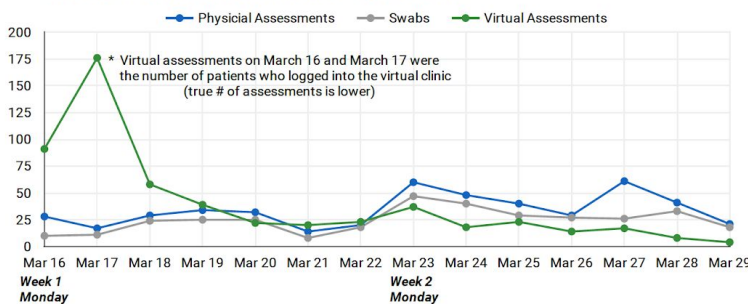
Fraser Northwest
Division of Family Practice

FNW Assessment Clinic Data

Week 2: March 23 - 29 Compared to Week 1 March 16-22

Total Starts to Online Screening	Completed Online Screening	Physical Assessments	Swabs	Virtual Assessments	Transfers to ER
6,700 ↑ 155.8%	456 ↓ -61.9%	300 ↑ 72.4%	220 ↑ 81.8%	121 ↓ -71.8%	3 ↑ 50.0%

Number of Patients and Assessments - Week 1 and 2

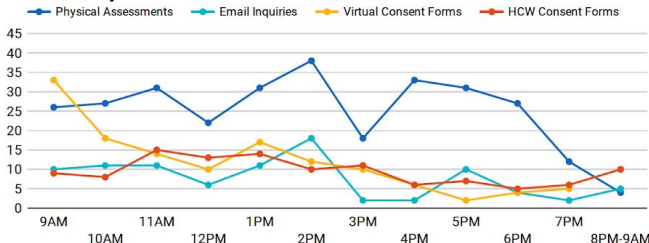


- Average virtual wait times: <5 minutes
- Average duration of virtual call: 9 minutes

Day	PATIENTS*	ASSESSED*	% ASSESSED
Total	1,077	1,024	95.1%
2020-03-29	37	25	67.6%
2020-03-28	70	49	70.0%
2020-03-27	104	78	75.0%
2020-03-26	78	43	55.1%
2020-03-25	79	63	79.7%
2020-03-24	74	66	89.2%
2020-03-23	104	97	93.3%

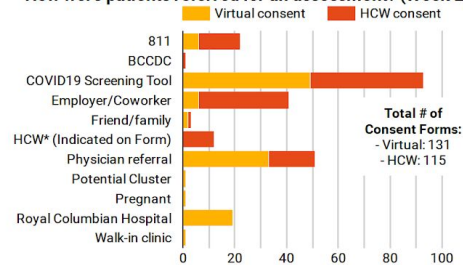
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Total Hourly Volume of Week 2



Note: The assessment clinic is open 9-5pm on weekends
and the virtual clinic is open 9-8pm every day

How were patients referred for an assessment? (Week 2)



* Patients: Sum of physical assessments, virtual consent forms and HCW consent forms
* Assessed: Sum of physical assessments and virtual assessments
* HCW: Healthcare Worker

new and/or updated information, celebrate each other's work as well as ask questions to peers in a generative, organic and real-time format. In the last month, there have been over 6600 posts with an average of 238 posts/day by members.

Impact Story - Primary Care Virtual

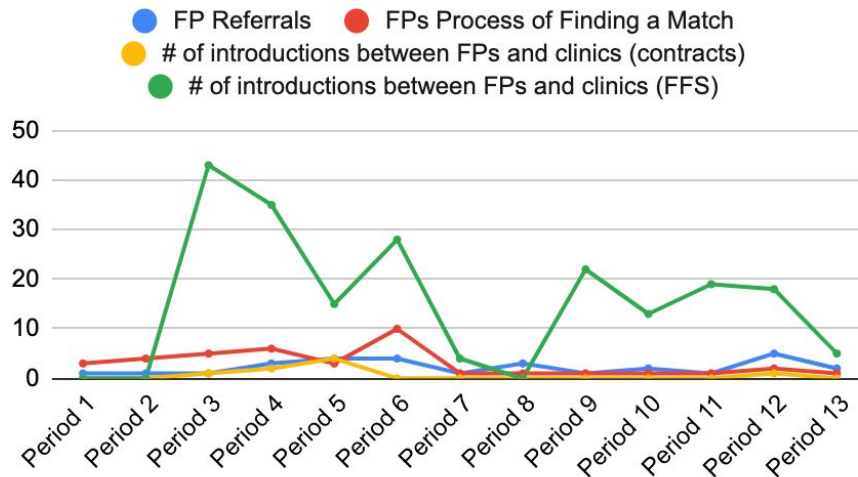
Prior to the Assessment sites creation, because many patients weren't disclosing their symptoms until in the exam rooms with the physician, there were several physician's that fell ill, or were potentially exposed to Covid19. Leaving them at home, quarantined and unable to provide medical care to their patients. This jeopardized their patients' good health from Covid spread, as well as the financial stability of their practice from being closed. The Division's response to get telehealth set-up in each of its member clinics, has allowed the physicians to still provide care for their patient panels. With each of the clinics being able to triage their own patient panel virtually, this has allowed the practices to extend their PPE supplies, which are costly for small practices, and on back order from their suppliers.

Family Physician and Nurse Practitioner Contracts

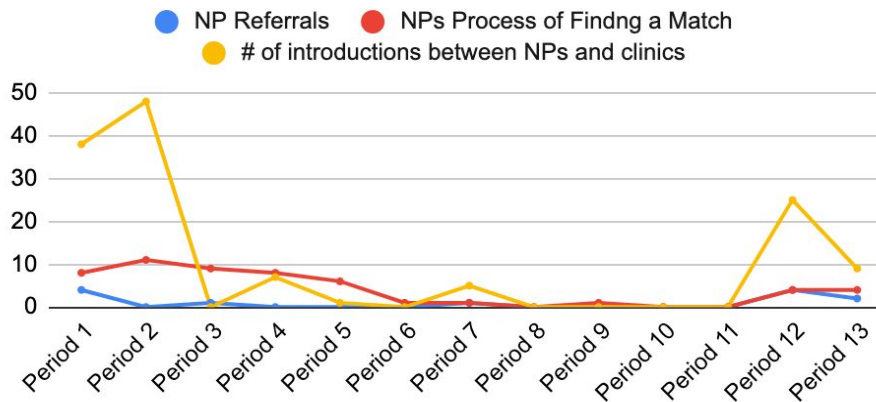
Collaborative work between the FNW, Fraser Health (FHA), HealthMatch and the Ministry of Health is vital in order to support increased FP and NP resources in the FNW communities. In Period 13 (March 6 -March 31), clinic openings remained consistent at 19.6 FTE. Table 1 below provides a status overview and update on the breakdown of the NP and FP contracts by PCN within the FNW:

	Referrals		# in the process of finding a match	# of introductions between provider and clinics	# of contracts signed
	# of New Referrals	Running Total of Referrals			
Family Physician	2	36	1	0	0 YTD = 1
Nurse Practitioners	2	22	4	9	0 YTD = 5

FNW FP Recruitment Trends

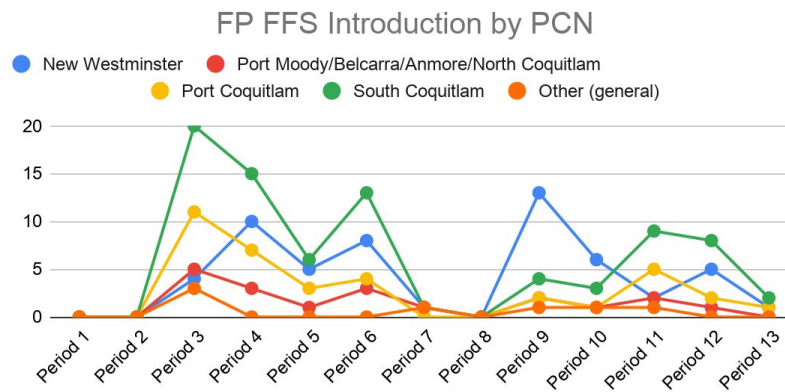


FNW NP Recruitment Trends



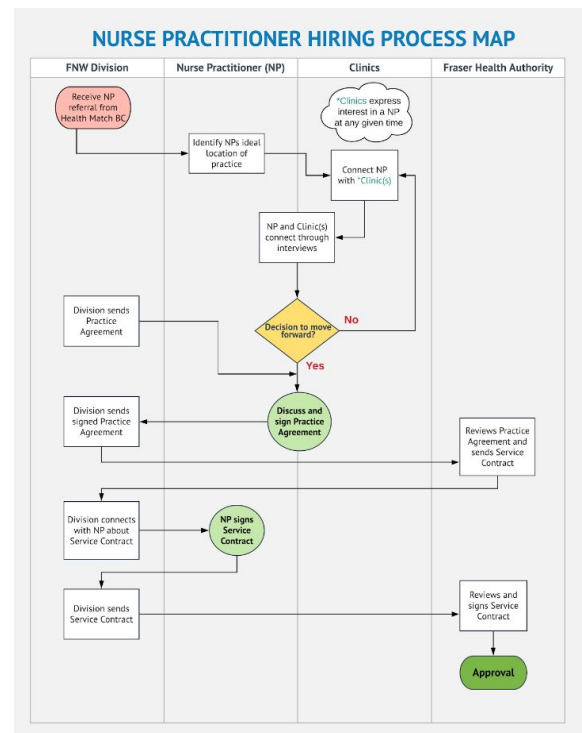
The number of FPs in the process of finding a match decreased to 1 in this period. The number of active postings on HealthMatch BC for FPs for both FFS or contract positions decreased in this period to 48 active postings by period close. Opportunities for these postings include: locum and permanent part-time and permanent full-time in the FNW.

Fee For Service opportunities and engagement efforts are underway on an ongoing basis and in this period, there were 4 new introductions between FPs and practices for FFS opportunities such as locum, permanent part-time and permanent full-time.

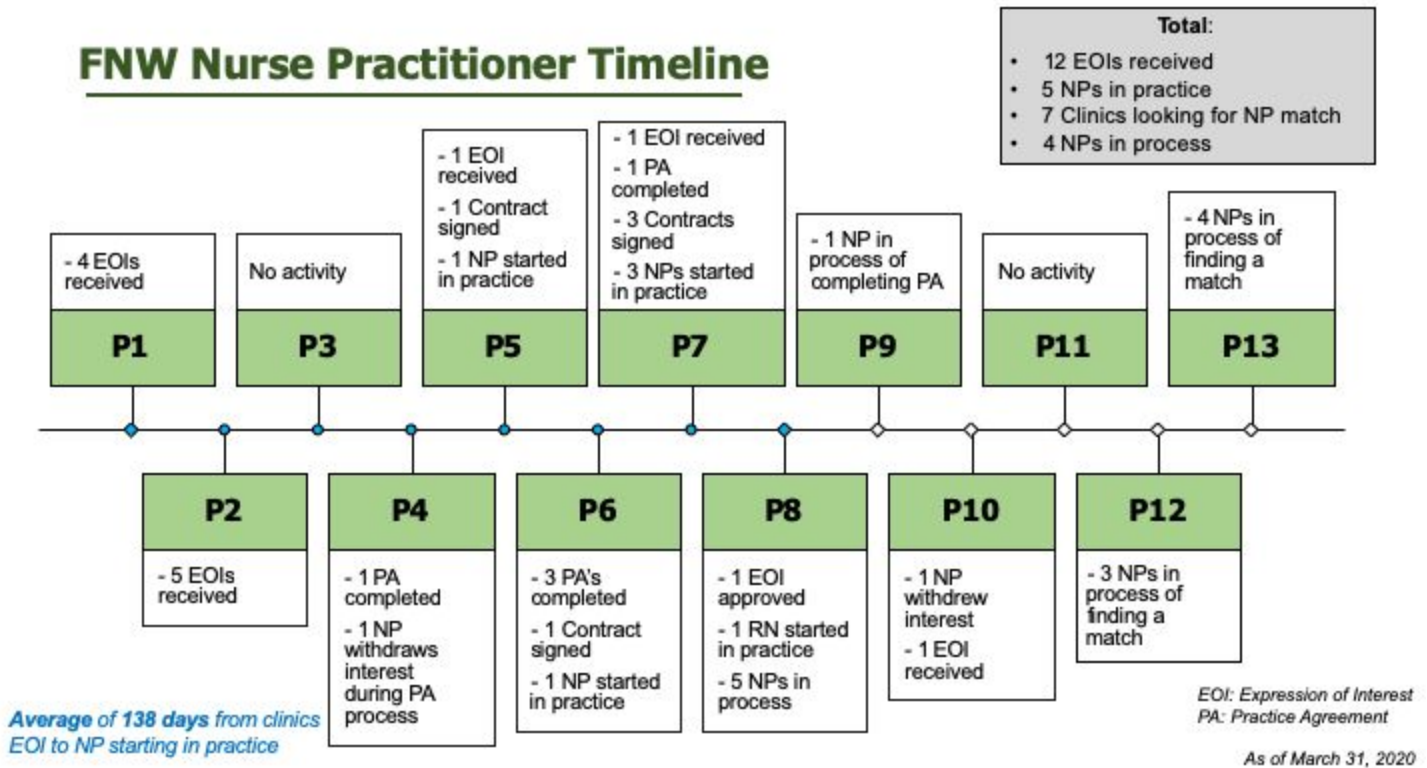


It's been identified that the onboarding of Nurse Practitioners to the FNW communities is a complex process. A hiring process map has been created to provide a visual description of the many steps in this process (Figure 1).

The timeline below (Figure 2) details the process so far for onboarding NPs into the FNW communities. The Expression of Interest (EOI) denotes those clinics that have reached out and expressed interest in onboarding an NP into the clinic. Once a match has been identified, the NP and clinic sign a Practice Agreement (PA). After this is signed off, FHA drafts a formal contract for the NP to sign. To date, the average length of time for this onboarding process is 138 days.



FNW Nurse Practitioner Timeline



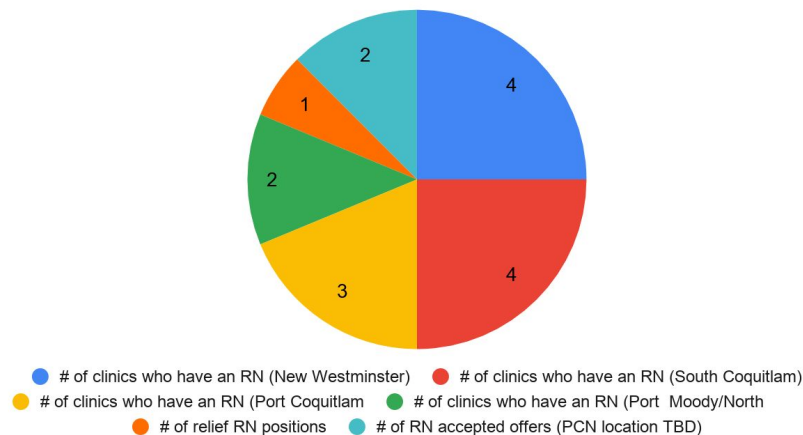
In early March, contracted providers were asked to provide feedback on their experiences so far in providing primary care services under an alternate funding model. Out of the 6 PCN contracted providers that are practicing in the FNW (1 FP, 5 NPs), there were 4 that provided responses to a short survey that was sent out. The survey covered the following themes:

- What initially drew providers to the contracts
 - *Themed response from providers:* Flexibility, location, ability to provide full scope primary care and spend time with patients.
- Given the different payment model, what has and what has not been working well
 - *Working Well - themed response from providers:* The ability to spend time with patients, such as those who may have more complex health concerns.
 - *Not Working Well - themed response from providers:* Further clarity needed on how hours will be calculated as well as the number of forms needed to be completed.
- Approximate panel size and whether the provider is accepting new attachments
 - *Themed response from providers:* Panel size ranged from 250-1000. 3 out of the 4 providers who responded to the survey indicated that they are still accepting new patients.
- Would providers recommend these contracts to a friend (scale of 0-10)
 - Average response: 8.3. This indicates that providers would recommend these contracts to their colleagues and friends.

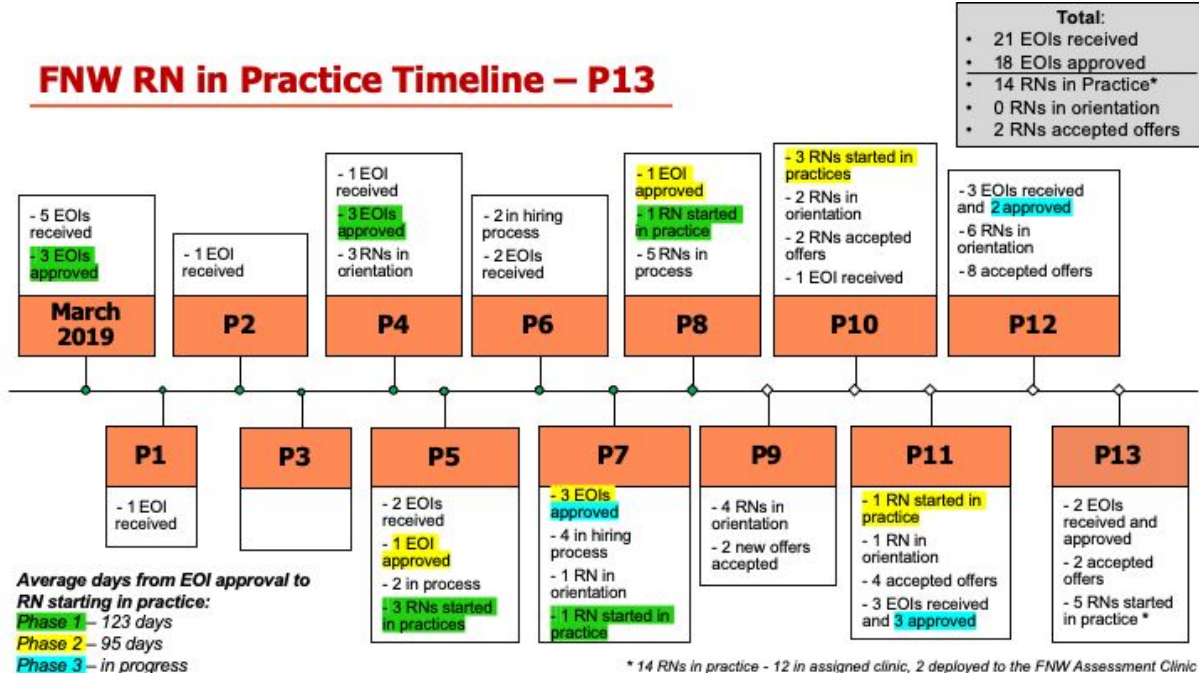
Registered Nurse in Family Practices

Work between the FNW Division, family practices and the FHA continues throughout this period to deploy these resources into the community practices in a phased approach. This phased approach provides an opportunity to learn from what works and what opportunities are available for the next phases of this initiative's implementation. 14 family practices now have a nurse with 2 of those RNs redeployed to support the Covid-19 assessment clinic. There are 2 additional RNs who have accepted offers. The YTD distribution across the PCN's are:

Distribution of RN in Practice Initiative (Hiring/Onboarding)

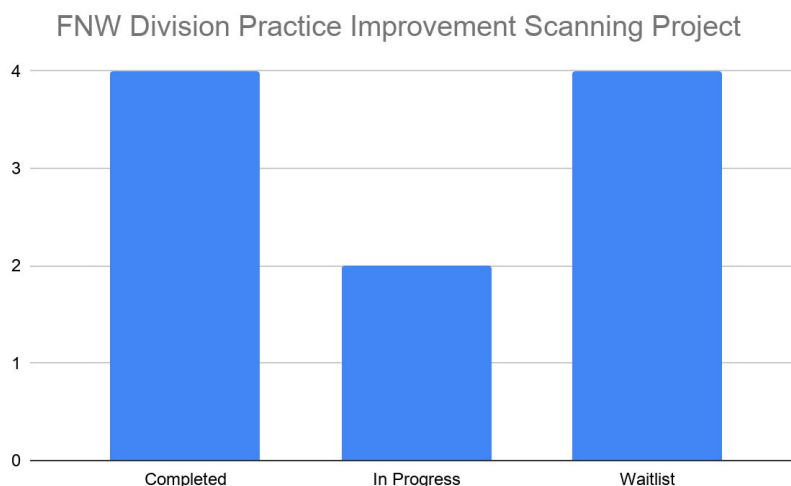


A timeline of the initiative's overall process can be found in Figure 3 below.



As part of supporting the clinic optimization and preparation before the onboarding of a Registered Nurse in Practice, the FNW Divisions Practice Improvement Team supports clinics to optimize the physical space they have available by converting existing paper charts to the clinic's existing EMR. This work is done after hours by a team

so as not to disrupt the clinic flow. The YTD clinics that have taken part in this project or are waiting to take part is represented below:



An unanticipated consequence of working within multiple organizational structures and systems has been the overall timeline for payment to FNW family practices who have an RN in the clinic. These clinics are private businesses and as with any new initiative, these unanticipated factors such as delays in overhead compensation for these clinics by the Health Authority may have consequences on the family practice. Tracking of these unintentional consequences will continue throughout the upcoming reporting periods. This process **needs to become streamlined** as the administrative burden on following up and ensuring payments have been successfully processed and received is not sustainable. Figure 4 below details the RN overhead invoice tracking from the start of placing the RNs into clinics until the end of Period 12.

FNW RN Invoice Payment Tracking

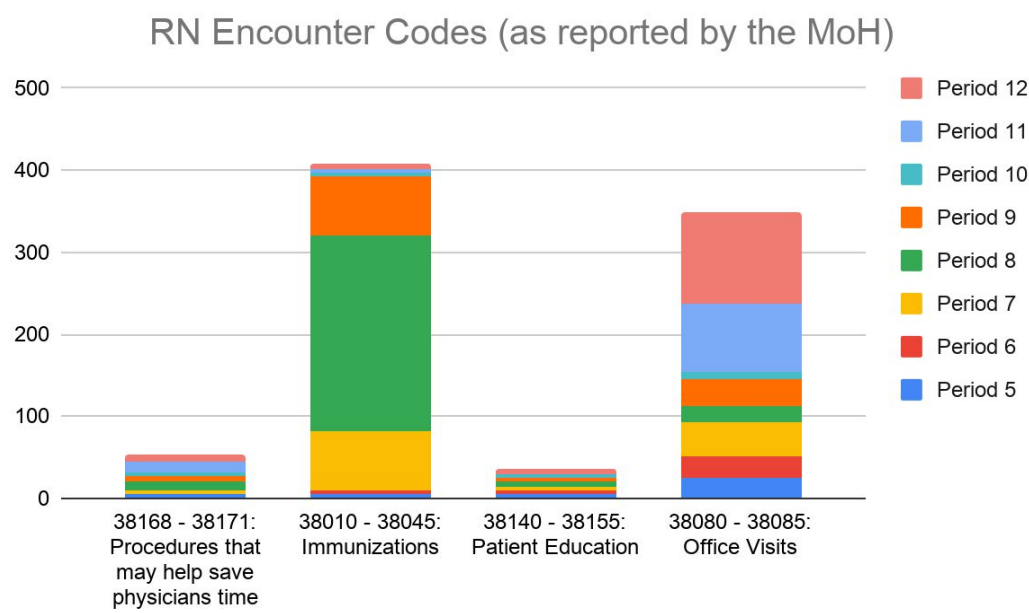
Clinic Invoice Months 2019-2020

	7 July	8 Aug	9 Sept	10 Oct	11 Nov	12 Dec	1 Jan	2 Feb	3 Mar	4 Apr
# of Submissions	3	3	3	5	7	10	10	12	13	13
# of Invoices Processed*	3	3	3	5	7	10	10	12	13	13
# of Inquiries	- invoice process under development -					1	2	1	1	0
Average # of Days to Receive Payment	67	67	66	38	~45	N/A	N/A	N/A	N/A	N/A

*Invoices processed do not reflect received payments

As of March 31, 2020

Work has been underway this period to track and monitor the role and scope of these RNs and how they are working to support physicians, clinics, and patients accessing primary care services in the FNW. Encounter code reports were previously generated by manually pulling this information from clinic EMR data; however, as of period 9, the Ministry of Health has provided an aggregate report that provides an overview of RN encounter codes. This report does not currently provide the same level of detail as previous reports as it is an aggregated report; however, work is underway to identify strategies in providing as much detail as possible moving forward. The table below provides an overview of the encounter code data provided by the Ministry:



MSP data has a 90 day lag time before it becomes accurate in the system and so current and accurate period data is difficult to share. It's important to note that this data does not match what has been previously reported through the available clinic EMR data (collected and reported up until Period 8) and feedback from clinics and RNs have noted that there have been a number of encounter code billing rejections therefore leading to a snapshot of the encounter code data. Work is underway with the MoH to correct these reporting issues, this is an important ongoing learning opportunity between all PCN partners, funders and stakeholders. Accurate encounter code data is vital to the ongoing implementation of RNs in practices and it's important that PCN funded resources do not add to the workload, but reduce it. Clinics that receive billing rejections have noted that correcting these are increasing the overall workload as opposed to reducing it. The continued rejections have been affecting the Family Physicians, Nurse Practitioners, RNs and practice staff in these clinics and some rejections date back to the summer. Due to the **continued** billing rejections, and the additional workload and demand required in correcting these in each practice, the decision was made to **stop** the encounter code billings until a resolution to the rejections occurs.

A key learning experience for all partners has been navigating the multiple systems and organizational structures and with the added element of unionized workers; this uncovers further challenges in working between unionized, public, and private business structures. Since implementation, there have been key issues brought forth as part of the unionized collective agreement which can have significant consequences for family practice settings. The table below details some of the concerns brought forth and the impacts:

Issue	Importance of Flexibility	Impacts to Patient Care	Resolution
RN Working Hours	Family practices are private businesses and working hours may change throughout the week to accommodate patient flow and schedules. Physicians and practice staff are both used to this model and work within it. Incorporating unionized RNs who have strict working hours set out by the collective agreement does not allow for the flexibility and adaptability needed in some family practices	Patients seek access to healthcare at times that are appropriate to their schedules. Not having access to the RN may impact what patients are able to see their doctor for as that team member (who is meant as an extension of the physician) is not present to support the physician, practice staff and see patients during clinic operating hours.	Resolved - postings have been modified to reflect the potential extended hours and days of operation by clinics.
Geographic Location/Boundary	Originally, it was learned that RNs were to be “assigned” to a certain site (i.e. a clinic) before being onboarded. As both the clinic onboarding process and the RN onboarding process may occur in tandem, it was difficult to identify which clinic an RN would be working at. Conversations around removing this occurred and it was put forth as to whether a geographic boundary would suffice (i.e. a region that the RN would be working in as opposed to the specific clinic). This information is required in the job posting and so allowing for flexibility in specific site location by noting the region does not contribute to further delays in onboarding an RN into a family practice as well as flexibility in movement of RNs between practices in unforeseen circumstances. In the FNW, there are two regions: New Westminster and Tri-Cities.	Delays in onboarding this resource contribute to delays in patients knowing this team member is available as well as the support that the RN can offer the clinic and subsequently the patients once onboarded are delayed until this team member is onboarded into the clinic setting.	Resolved - job descriptions now include a geographic city as opposed to a specific clinic that an RN will work in.
Workflow adjustments - Health Authority	As required by the HA, each clinic must have an Occupational Health and Safety walkthrough completed by HA staff. Feedback on this	This can be disruptive to patients when the walkthrough occurs. As well, scheduling these	Ongoing - currently, a member of the division and the RN clinical manager both

<i>environment compared to private business environment</i>	process notes that this can be disruptive to clinic time and space as these walkthroughs occur during clinic business hours. The importance of flexibility with these relate to understanding that as private businesses, these are new processes and can be disruptive to the business flow.	walkthroughs can lead to delays in onboarding the RN into the practice as the walkthroughs are not done by the RN implementation team, but rather the Occupational Health & Safety team from the HA.	attend and provide feedback and clarification to clinic staff on the processes. Since original implementation, there has been a reduction in the number of attendees for these walkthroughs; however, continued work is underway to attain an ideal state.
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Unanticipated costs related to supplies for the RNs in family practices are documented here as these costs were not specifically funded by the MoH for the FNW PCN. The YTD costs for supplies across the FNW is \$8983.00. Additional costs related to laptops supplied to the RNs have also been incurred; however, these numbers were not available for this report. Once available, accurate numbers will be reported on here.

RN In Practice Case Stories

These stories explore the initial impacts of the Registered Nurse in Practice Program from the perspective of physicians and members of the clinic's care team. The stories describe where the program is working well, and how it has influenced multiple outcomes including access to care, access to advice and chronic disease care, reduced clinic waits, increased patient attachment, and improved patient and clinician satisfaction. Learn more in these stories of clinical impact below.

Anthony's story: How the RN in Practice "Saved the day"

Anthony[‡] is a family physician practicing in the Fraser Northwest Division of Family Practice. He typically sees around thirty-five patients a day in his clinic. Right before the holidays, he found himself with a doubled workload while covering his colleague's patients as well. Anthony was feeling pretty stressed.

On one of the days where he was feeling stretched thin, one of his colleague's patients came in about a recent car accident. Those visits are complex, and generally involve a lot of detailed paperwork. He asked his coworkers if anyone else had the capacity to see the patient. Their Medical Office Assistant (MOA) realized that the Registered Nurse (RN) was available, and the RN jumped into action to assist.

In Anthony's words, "the RN turned my thirty-minute car accident visit into a five-minute visit." The RN performed a detailed, twenty-minute history, and filled out the majority of paperwork required. The RN then briefed Anthony on the nature of the patient's condition, and highlighted which parts of the paperwork required his input.

Anthony went in and confirmed what the nurse had discussed with the patient. He then performed a physical exam to rule out any red flags. He finished the paperwork and provided a prescription of physiotherapy, occupational therapy, and massage. Anthony was elated: "the nurse saved the day for me. Imagine a whole waiting room of patients in need, and spending another thirty minutes on that one visit. I was at a breaking point. I couldn't do it. To me, that's where the RN in practice made a huge difference...as an extra helper in the clinic."

Improvements to Access and Attachment

This kind of support the RN offers also helps speed up access to care for patients. Normally, Anthony would have to fit in such a long and complex appointment at the end of his day, which on that day would have meant over a two hour wait for the patient. Instead, the RN was able to see the patient within ten minutes, and Anthony was able to quickly fit in the patient between his other appointments. This meant a smoother and more productive day for Anthony, where he could see more patients and work to the top of his scope. It also meant improved waits and access to care for the clinic's patients.

The time savings from the nurse have also translated to an initial increase in new patient attachments among Anthony's team. The nurse helped free up additional capacity for many common concerns. Before, their clinic would normally allocate twenty or thirty minutes for chronic disease visits. Now, these take only ten minutes of the FP's time. He says, "we all found that we had a little more time, so we took on some more patients to our panel. We felt less swamped." This change also translates to better patient access to care via co-location.

As an added bonus, having an RN in the clinic reduces scheduling and transportation challenges for patients. In the past, follow-ups for diabetes care often took place in a separate diabetes clinic. Now, Anthony says, "the nurse can see them in the same clinic, during the same visit...it's easier for the patient."

Overall, Anthony is pleased with how the RN in Practice is working in his clinic. In his words, "the initiative has taught me that cooperation can make my work much easier."

[‡] Some names and identifying details have been changed to protect the privacy of individuals.

Linda's Story: How the RN in Practice improved Communication, Preventive Care, and Helped Triaging for more Appropriate Care

Linda is the office manager at a clinic in the Fraser Northwest Division of Family Practice. When Linda heard about the Registered Nurse (RN) joining their clinic, she was uncertain about what this change would mean to her daily procedures. After working with the RN, Linda says that "it's been a huge plus. Working with her and seeing what she does, hearing her with the patients, seeing the positivity from the doctors, has been amazing."

Adjusting to the new flow of work with the nurse took some changes. Linda had to work with the family physicians in the clinic to sort out logistics around scheduling and space. "We had to figure out how much time she needed per patient, and which days there would be adequate space. If there's only one room available, and the nurse is in there, the doctor won't be able to see patients. So we revamped our room system, and assigned rooms to different doctors. The structure is predictable, helpful, and works well."

Improved Patient Communication

The nurse has been instrumental helping communicate with patients about their results, or upcoming visits. As Linda describes, "the RN helps with recalls, like calling patients for Pap tests and explaining their results. She helps MOAs understand the patient's needs, and when is most appropriate for them to come back – whether in three months, six months, whatever the case may be. She does a lot of these calls, which helps free up me to do my job more efficiently." This helps the medical office assistants (MOA) deal with more urgent administrative and patient concerns.

Improved Access to Chronic and Preventive Care

The nurse has also helped improve patient access to chronic disease and preventive care. She conducted flu clinics before the office opened as well as after hours, which helped navigate space and scheduling constraints. The RN also performs all the infant immunizations, which used to occupy the doctor's time. Linda also has noticed that patients appreciate all the additional time the nurse is able to take to help them with lifestyle and dietary advice. She says, "the nurse sits with patients and gives them relatable, actionable advice on their nutrition. She'll ask what they ate that day, and then relate it back to their blood sugar results, and provide them with pamphlets and advice on how to substitute foods to manage their blood sugar better."

Triaging for Appropriate Care

The RN has also helped triage visits so patients get appropriate care. Linda recalled an example where a patient was concerned about whether their child was in need of emergency care. The child was still having headaches seven days after sustaining a concussion, and the patient was considering going to the emergency room. Linda enlisted the RN's help, who looked up the patient's history and triaged the case. The RN called the patient to confirm that everything was progressing normally, and talked them through the course of treatment. As Linda relates, "this was the best case scenario. Their regular doctor wasn't scheduled for that day, and the on-call doctor was fully booked. The patient got the advice they needed right away, and we avoided an unnecessary visit when we were at capacity."

Charlotte's Story: How the RN Helped Improve Access to Urgent Care Advice

Charlotte[±] is a family physician who leads her clinic's participation in the Registered Nurse in Practice pilot. Her clinic is located in the Fraser Northwest Division of Family Practice. In the story below, Charlotte recalls how the RN in practice helped improve patient access to urgent advice, and improved patient and provider satisfaction in their clinic.

Charlotte remembers a recent day when she was at capacity. "There was one day where I was the only physician in the office, and I was covering urgent cases for the other three physicians who work at the clinic. I was already fully booked with my own patients, in addition to patients who had called to be fit in for same-day urgent care. It was just impossible to see more patients." It was at this moment that their medical office assistant (MOA) informed Charlotte of an urgent patient request over the phone. The patient was really concerned about their symptoms worsening, and wasn't sure what to do.

Charlotte was concerned. She needed more information to be able to assess and triage the patient, but she had limited time. She wasn't sure if the patient should seek care in the emergency room, or if she could somehow fit them into their packed schedule. An idea sparked for Charlotte – the RN in practice had previous experience and training in the neurology unit, which perfectly suited the patient's known history and symptoms. Charlotte enlisted the RN's help, who took immediate action: "she triaged the patient over the phone, found out their story, and realized it wasn't an acute symptom. It could be managed over the phone. She gave them advice, followed up with me, and made sure I agreed with her course of action. We were able to ensure the patient's symptoms could be settled over the weekend, and they returned on Monday."

Before the nurse, this story would likely have a different ending. In Charlotte's view, "it would have potentially been a panic of getting the patient in, me running terribly behind, and having a whole bunch of disgruntled patients. Or, if the patient's symptoms were severe enough, I could have said 'you either have to go to a walk in or use your discretion to go to the ER.'"

RN in Practice Leaves Patients and Providers more Satisfied With Care

Charlotte has observed how the RN has helped improve patients' satisfaction with their care: "I saw the patient the following week, as their primary physician wasn't available that day. The patient was very grateful that they were able to speak to someone over the phone. They said it helped settle their symptoms and avoid a hospital visit."

Another story that stood out to Charlotte involved a patient couple. "They have a lot of stressors – their life has been hard. I've always felt like I couldn't connect with them. On one recent visit, the RN spent thirty minutes doing a diabetes visit with one of them. When I went in the room, the patient was suddenly able to open up to me. They felt like their concerns could be addressed and they could be more open with me. It was a dramatic shift in our communication, and it wasn't even anything that I had done." This kind of care is becoming deeply integrated into the functioning of the clinic, as well. As Charlotte says, "our patient population is starting to get familiar with the idea of seeing the nurse before their visits, so they're comfortable with it."

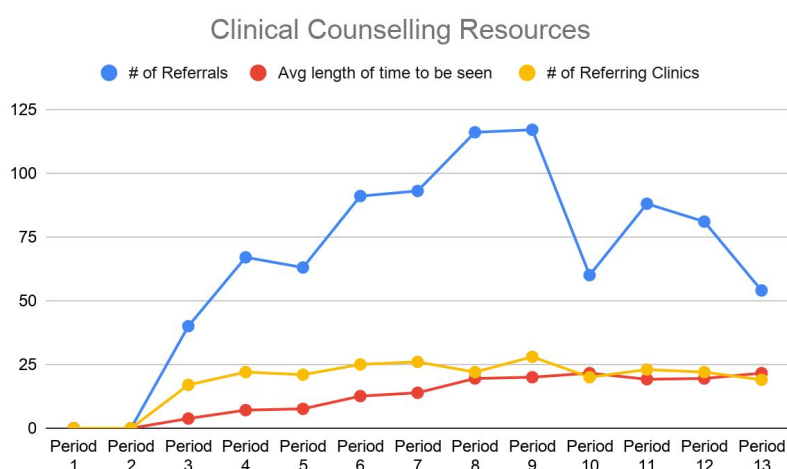
The RN is currently with the clinic four days a week, due to space and scheduling constraints within the clinic. Charlotte definitely notices that the entire clinic appreciates the RN's presence: "on the one day of the week she's not there, we all find ourselves really wishing she was!"

Allied Health (Clinical Counsellors) Supports - Contracted Agency

The number of referrals and referring clinics during this reporting period both decreased; however, the avg. length of time to be seen increased. Table 2 below details the change over the last period to the current period:

	Previous Period (P12)	Current Period (P13)	Difference
# of Referrals	81	54	↓
# of Referring Clinics	21	19	↓
Average length of time for patients to be seen (<i>days</i>)	19.5	21.6	↑

The chart below details the period over period trends for the # of referrals, # of referring clinics and the average length of time for patients to be seen after first contact.



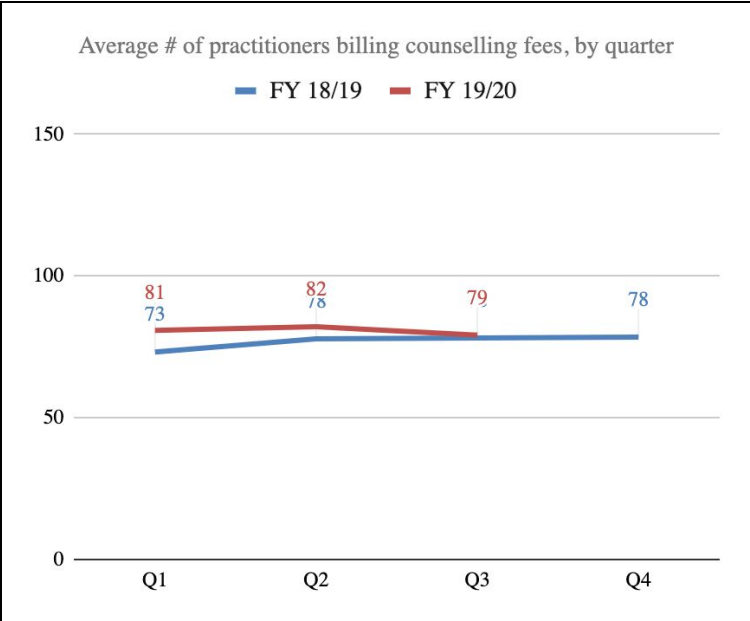
Although the PCN funded supports for this program are for 5 FTE clinical counsellors, there are additional resources and FTE involved in ensuring this initiative is providing care to the patients of FNW physicians. Program administration reported this breakdown for FTE involved in Period 13:

- 4.6 FTE Clinical Counselling Resources (**Funded by FNW PCN**)
- 1 FTE Intake Support Worker
- .38 FTE Supervision

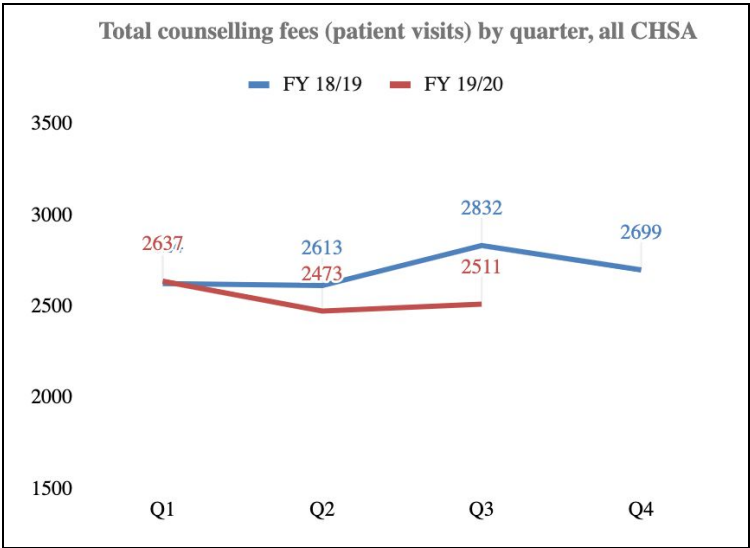
Program Impact

Through the co-development of this program, the intention was to increase patient and physician access to rapid counselling supports given the high waitlist for existing community supports. This intent in turn decreases the burden in caring for these patients that is placed on family physicians which then could create increased capacity. Recent year over year (FY 18/19 and YTD FY 19/20) comparative data provided from the Ministry of Health which looked at the MSP billings for those physicians in the FNW who have referred to this program details that although there has been an increase in the number of physicians billing, the counselling fees, distinct patients

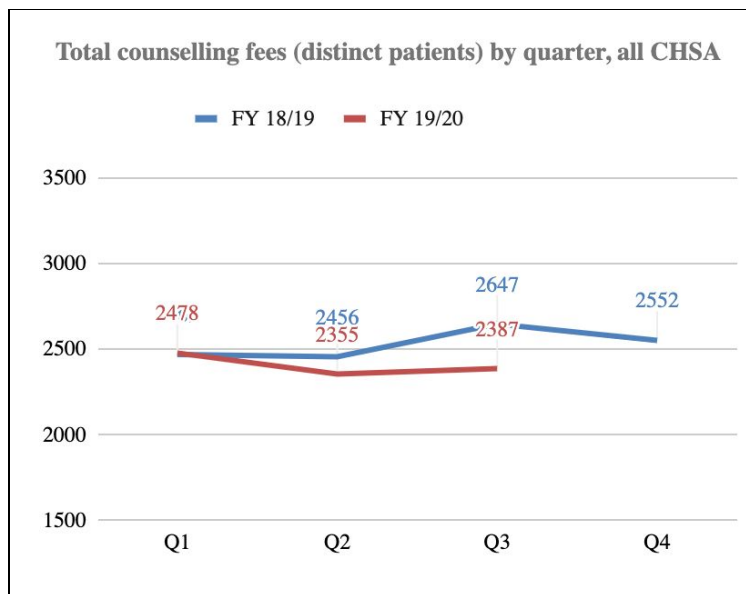
and average counselling visits/provider have all decreased. As a note, the MSP data is not fully complete until after 90 days. The table below shows the year over year comparison for the average number of Physicians billing per fiscal year Quarter (Q1: April - June; Q2: July - September; Q3: October - December; Q4: January - March):



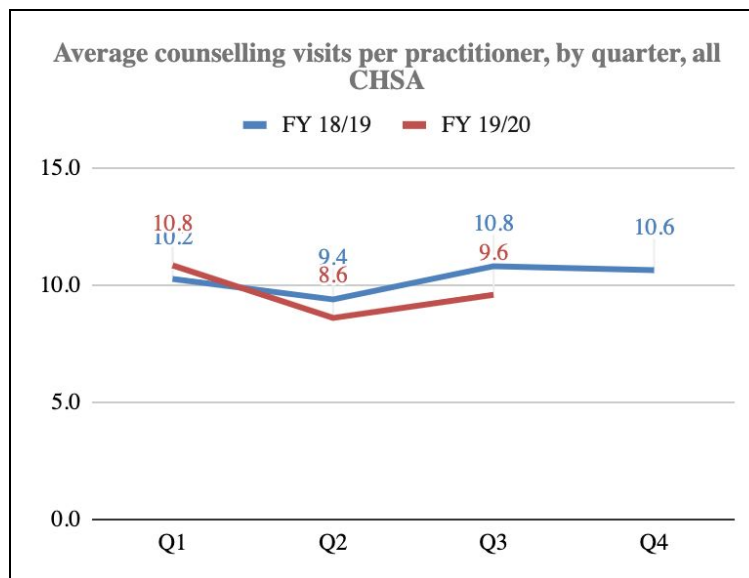
Although the number of providers have increased, the total number of counselling fees billed have decreased compared to the same providers billing and those same numbers from the previous FY year:



When looking at the total counselling fees for distinct patients by each Quarter, there is also a decrease. Interestingly, in both FY 18/19 and FY 19/20 the first quarter's total was fairly similar with FY 19/20 having a slight increase of only 9 counselling fees billed.

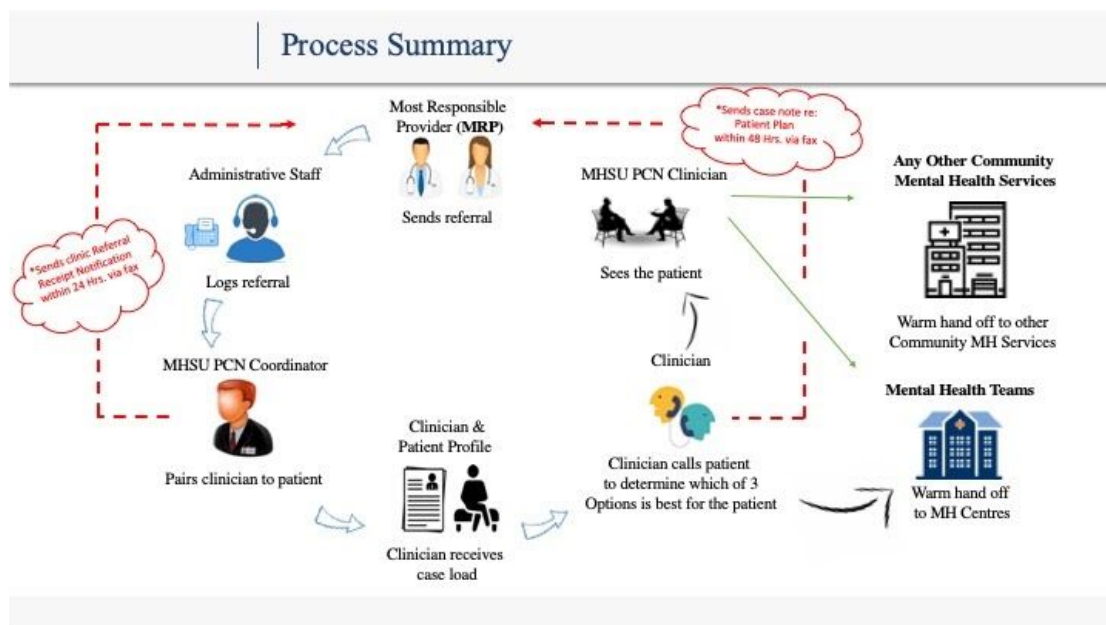


The total average visits per practitioner by counselling fees for FY 18/19 Q3 was 10.8 whereas the average visits per practitioner for FY 19.20 Q3 dropped to 9.6. The table below breaks down the counselling fees by visits per practitioner by Quarter and a notable decrease can be seen when looking at FY 19/20 Q2 and Q3 (which coincides with the launch of the FNW PCN program):



Allied Health (Clinical Counsellors) Supports - FHA MHSU

A FHA resource developed to support access to mental health and substance use supports for FNW community physicians launched where 4 FTE Mental Health Clinical Counsellors are available to FNW physicians to support providers and patients as part of the Primary Community Care team. Below is the process summary for this service:



The FHA MHSU clinical counsellors have reached out to clinics in the FNW to set up ‘meet and greets’ where physicians and practice staff can learn about this new resource and FHA can provide an overview of what can be provided through this service. Additionally, these meet and greets allow for continued relationship building between the clinic and the clinical counsellor ‘assigned’ to that practice. Details on the number of referrals can be found in the table below:

	Previous Period (P12)	Current Period (P13)	Difference
# of Referrals	58	19	↓
# of Referring Clinics	17	17	=

In Period 13, referrals significantly decreased and a key factor to take into consideration for this decrease is the shift in the communities due to covid-19. This has drastically impacted the existing PCN activities and work is underway to develop strategies for redeploying resources such as the mental health clinical counsellors to meet the needs of the community members while still taking into consideration the directions for physical distancing.

Indigenous Related Supports

As one of the partner organizations, Kwikwetlem First Nation worked to identify the supports needed in the community to support increased attachment and access to primary care services for the community population. Through the planning process, it was identified that 1.5 FTE support workers and 52 FP sessionals could support access to continued primary care services for the community. As a signing partner in the PCN, Kwikwetlem First Nation is underway in implementation of their PCN resources. A partnership table is being established on the Nation inclusive of Regional Health Authority, Division, and First Nation leadership. Unanticipated costs include the need to modify the space to support additional practitioners, the need for supplies to be provided, the lack of MOA assistance for the GP, and need to address poor connectivity. Currently a casual home support worker has been hired to provide services to the elderly.

There has been forward motion with the Kwikwetlem First Nation Primary care clinic including completion of tenant improvements, the posting of the 1.5 positions. Additional work has been underway to finalize the physician contracts as there are two Family Physicians able to support this work. There has been a challenge in getting the contracts set up as with multiple systems and teams working together require coordination and this process highlights the need to have flexibility.

FNW Practice Support Program

The Practice Support Program (PSP) provides family physicians the opportunity to “*practice more efficiently, focus on providing proactive care, and work towards adopting attributes of the patient medical home.*” PSP offers clinical and practice management learning opportunities and data-informed tools and resources.” In the FNW, there are 3 Practice Leaders who support the work of Family Physicians. Each month, PSP is able to provide a Patient Medical Home Activity report to the Division, below is the report from March.

PATIENT MEDICAL HOME ACTIVITY												
PSP SUPPORT			MSOC	# PMH	PANEL MANAGEMENT PARTICIPATION							# PET Patient Experience Tool
					% of MSOC		In Progress				Complete	
Community	PSP Team	FTE	# MSOC Physicians	# PMH Assess. Comp.	Started Panel	Completed Panel	Started Panel	Working on Phase 1	Working on Phase 2	Working on Phase 3	Workbook Complete	# Patient Experience Tool
FRASER NW	Byron, Michelle, Tanmay	3.0	171	112	61%	47%	105	11	6	8	80	2

PSP reported that “a new PSP liaison was assigned to the FNW Division in February 2020. New relationship building with Division staff and PSP continues in a positive note. Panel management activity continues within the community, though new physician uptake has been limited. Some physicians have requested support on implementing virtual care solutions for delivery of health care during the Covid-19 pandemic. PSP is partnering with the Division to organize a series of small group learning sessions – the first on Quality Improvement - to be delivered virtually.”

Medication Management Program - Clinical Pharmacy

By working collaboratively with community physicians in the New Westminster and Tri-Cities the FHA Medication Management Program works to optimize medication regimens by working with family physicians’ patients through providing home visits that aim to have patients on the fewest medications and fewest dosing times with maximum benefit/least toxicity. Feedback from the Clinical Pharmacist who works with this program notes the changes over the last 2 years have resulted in the following:

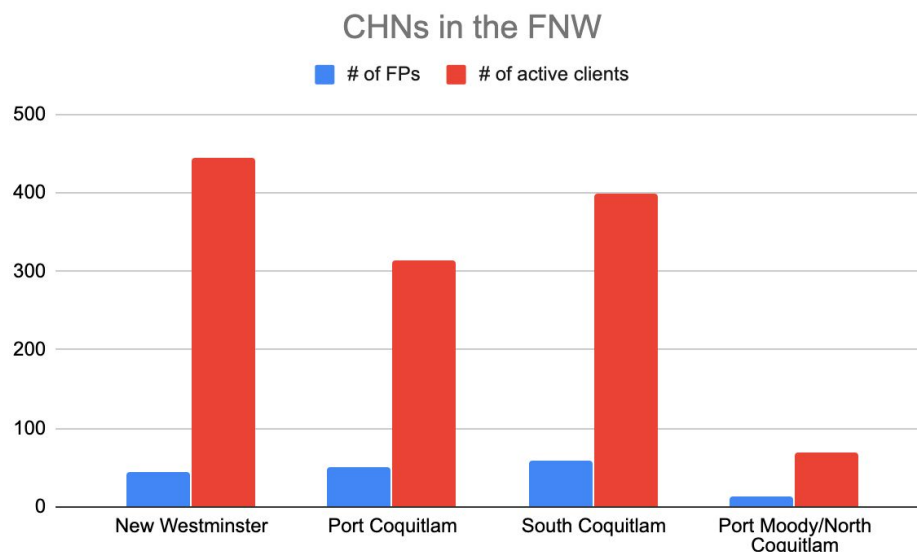
	December 2017	December 2019	Difference
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# of referrals	21	27	↑
Referral Sources (where the referrals are coming from)	100% - Home Health	41% - Home Health 15% - Family Physicians 33% - PCCRN's 11% - Other	↑ *Increase in referrals from FPs

The Clinical Pharmacist reported that, on average, home visits can be approximately 1.5 hours. The pharmacist covers all medications, non-prescription medications and herbal medications are reviewed and all indications are covered for patients. The pharmacist reviews available EMR data, consultation notes, discharge summaries, and any available labs to support a fulsome medication review with the family, caregivers, patients' dispensing pharmacy, their family physician and other healthcare team members as needed.

Home Health - Community Health Nurses (CHN's)

The Community Health Nurses work alongside Family Physicians in the FNW and work as an extension of the PMH in the community with frail, homebound and/or complex patients. CHNs are funded and employed by the HA; however, work closely with the community Physicians. This program was developed in 2015 as a way to enhance the team-based care model as well as reduce the number of ER visits by this population. An article published in the BC Medical Journal in September 2019 provides a fuller scope overview of the program work to date ([click here to access the article](#)). Currently, data shared from the Home Health administrative team shows the distribution across Family Physicians and PCNs that the CHNs are supporting:



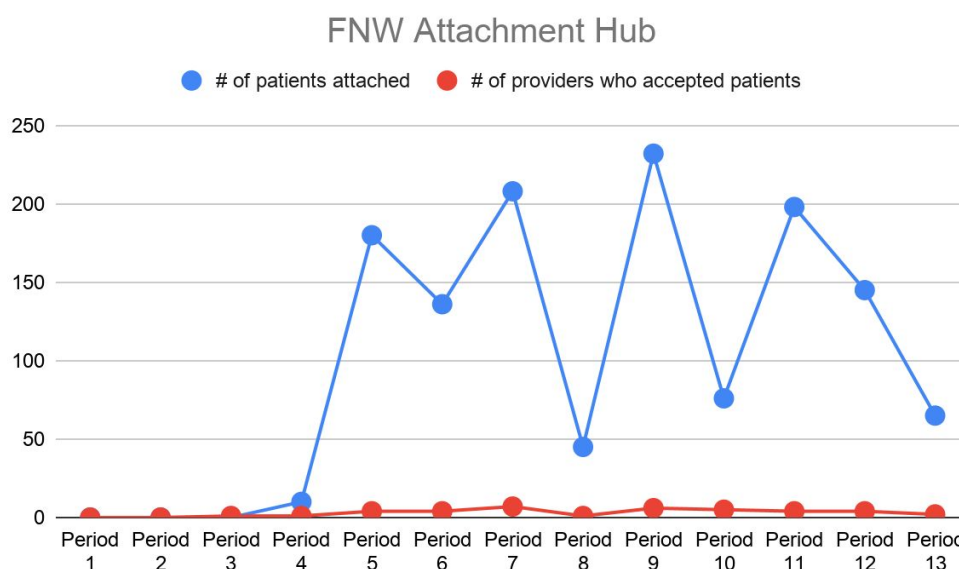
Currently, the CHNs are supporting a total of 167 Family Physicians in the FNW and 1225 of their patients. It's important to note that the data set used to share this information did include Physicians who have since retired and or closed their practice which indicates there may be an opportunity for reviewing and updating this information to provide a more current view of this.

Attachment

During this reporting period, the FNW Division Attachment Coordinator continued to support the attachment between the public seeking a FP and family physicians accepting new patients. It is important to note that these numbers do not capture the full scope of the community attachment taking place as there are primary care

providers attaching patients without connecting with the Attachment hub. True attachment data may be reflected in the 0\$ MSP fee codes; however, work to implement those across the region is an ongoing process between partners. Table 3 details a breakdown of the attachment work currently taking place:

	New Westminster	South Coquitlam	Port Coquitlam	Port Moody, Anmore, Belcarra, North Coquitlam
# of providers who accepted patients	1	1	0	0
# of patients attached	1	64	0	0
# of patients waiting to be attached	16	4	1	98



This role is to work in conjunction with the HealthConnect Provincial Registry which has not yet launched - originally the launch date was set for early July. Once launched, this role will continue to support and facilitate connecting patients with doctors; however, rather than being directly contacted by patients, they will utilize the registry which will house all attachment requests.

Feedback from the Community

The FNW Division previously introduced an opportunity for the public to share feedback through the public facing division website. Themes from this data collection largely focused on the need for attachment to FPs in the community with additional feedback inquiring about finding either a FP or an NP in the community. Responses and feedback compiled from April 2019-March 2020 show the most common words used by visitors, as shown by the word cloud below (Figure 5).



Additional resources have been launched related to public engagement through various FNW Division social media strategies where the division’s communication team is utilizing multiple social media platforms to:

- Increase public perception, understanding and satisfaction of what primary care services are available in the FNW
- Increase the promotion of division specific activities and programs to members through ongoing maintenance of division resources on the public facing website
- Increasing attachment and access to primary care services in the community through increased public education and understanding of what’s available, but also how to properly utilize the primary care services within their communities.

Physician Feedback and Engagement

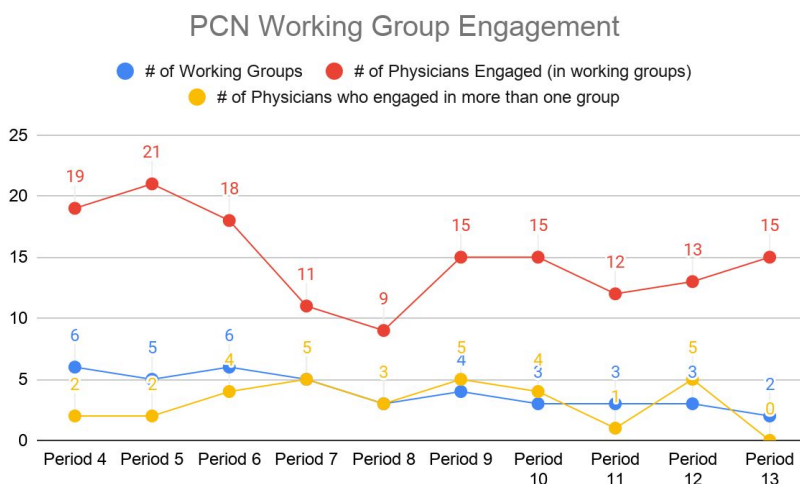
In October, the Division hosted an update event for members to attend and learn more about the available PCN services in the FNW communities. Before this event took place, physicians across the community were engaged with and asked a similar question, what does a [Primary Care Network mean to you?](#) Physicians were also asked how [primary care services have evolved](#) in the FNW. At this engagement event, attending members (including both physicians and NPs) shared [what allied healthcare provider they'd like to work with.](#)

Feedback from physicians, partner organizations, internal and external stakeholders has also been collected and key themes from this reporting period that have emerged include:

- In relation to FP/NP contracts:
 - Interest from potential clinics to onboard contracted service providers
 - Administrative clarification between MoH, FHA, Division and contracted providers around contract related updates as well as utilizing existing funds to support the community Covid-19 response
 - A Physician was inquiring about various practice models in the FNW. They decided to move forward with a FFS model and anticipate a start date later in summer 2020
- In relation to the RN in Practice:

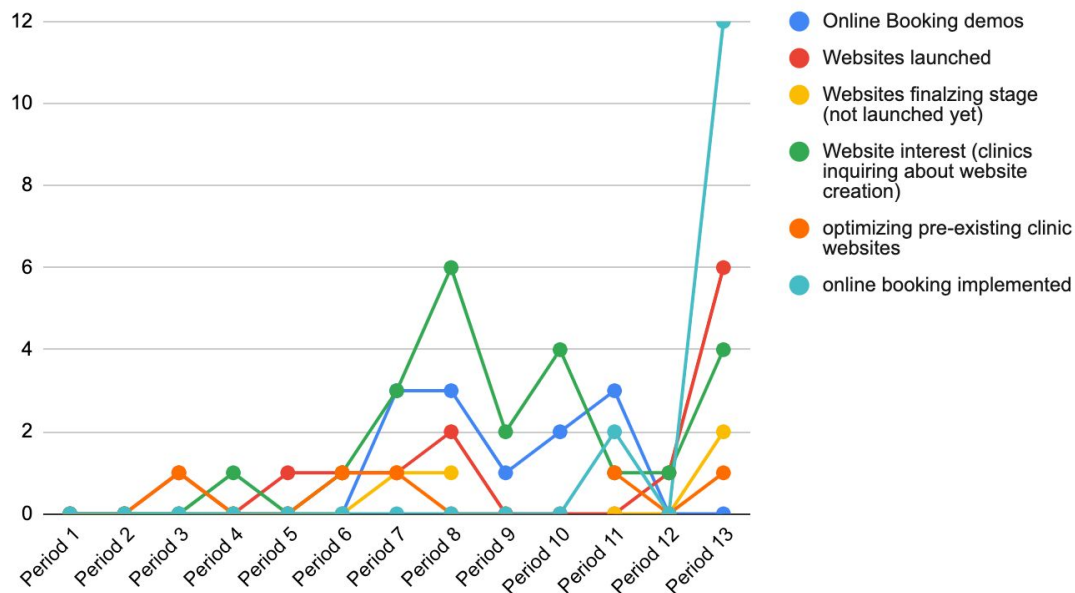
- Developing a relief coverage plan and consistent scheduling is key to ensuring seamless coverage for predetermined leaves (i.e. vacation) as well as unexpected leaves (i.e. sick) in a team based model of care.
- Billing rejections from MSP related to the RN encounter codes continue to occur. A consequence of this leads to increased work in the clinic setting.
- In relation to the MHSU supports
 - Contracted agency moves to provide counselling services virtually and through outreach (at patients request) given the need to ensure responsible physical distancing measures
 - Ongoing discussions around timely information sharing between physicians, patients and MHSU services to ensure patients do not fall through the cracks
- In relation to the Covid-19 response
 - A number of Family Physicians moved to utilizing phone and telehealth to continue to provide primary care services to their patients
 - The HA provided support to primary care providers by providing information packages and resources on the regional response

Physician engagement for this reporting period includes:



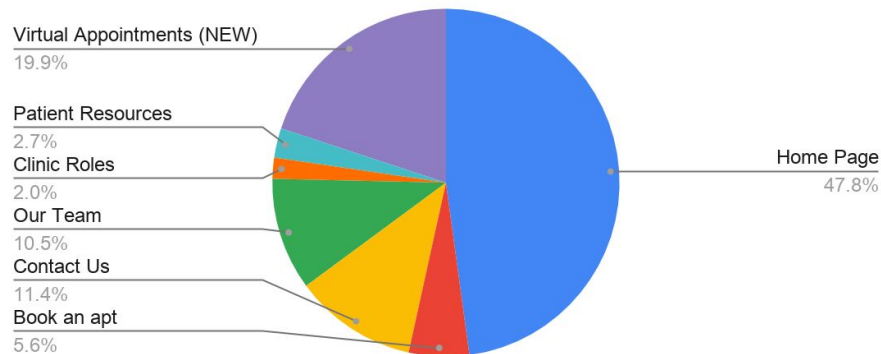
Additional engagement support provided to FNW physicians is the website development as supported by a Digital Content Coordinator. In Period 13, there were 6 new websites launched, bringing the YTD total to 13. Additionally there was a significant surge in incorporating telehealth into family practices due to the significant impacts that Covid-19 has had on family physicians. The move to providing primary care services in a virtual setting continues to grow and expand. A full list of the clinics in the FNW and their associated websites can be found by [clicking here](#). The chart below details the main steps in clinic website developments period by period.

FNW Family Practice Website Development Progress



Website analytics that looks at the total page views and visits from the public on popular links from each clinic website and approximately 7.7% of the total 'clicks' were on Booking an Appointment.

Website Analytics - Popular content (P13)



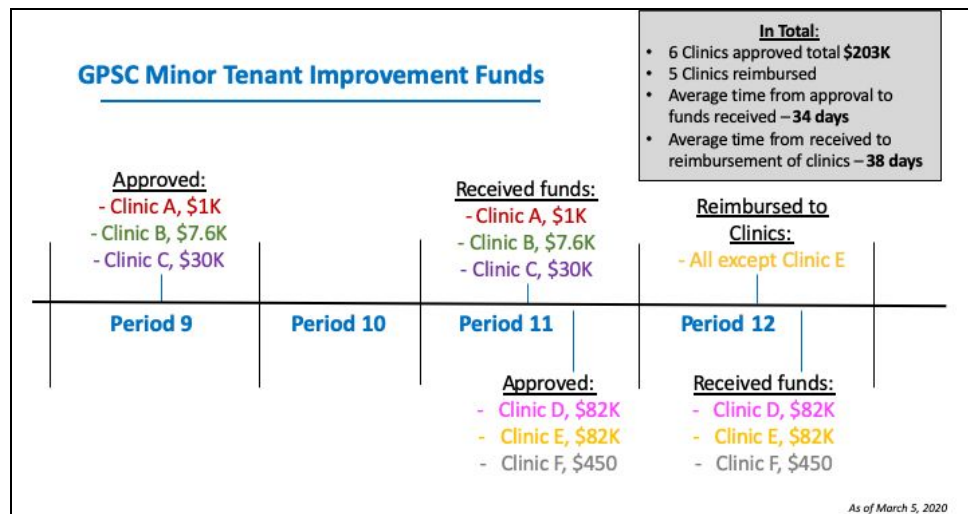
One clinic shared that around 10% of their total appointment bookings are done online. Further work is underway to get more information from multiple clinics across the FNW as well as monitor how recent website launches that have an online booking option affect the total bookings. A patient shared their experience with booking appointments at their doctor's office online and noted:

"In the past, I used to dread calling the doctor's office to book an appointment. I always panicked and would take the first appointment they would give me, then look at my calendar and stress because I would have to adjust work schedule or call back and rebook going through the same process, my guess is they would just tell me the next appointment and then sometimes they would ask what I was coming for. Now that my doctor's office has online booking, I feel so calm, I can go online and look at what appointments are coming up that fit with my schedule and based on how urgent, I get to decide if it needs to be tomorrow, this week or can wait a week. I feel more in control and helps me reflect on the urgency

of my health needs. I also know if I need to see someone urgently, I can call and the office will squeeze me in."

Since the onset of Covid-19, Family Physicians have had to look into alternative modes of providing primary care services through utilizing technology. Virtual telehealth has seen a fast expansion and adoption across family practices. In late March the Division facilitated a callout to Practice Managers across the FNW and the response was impressive. Within a few days, almost 20 clinics responded and indicated their interest in setting this up. Data will continue to be collected and shared in upcoming period reports.

As part of onboarding additional primary care providers, the GPSC Minor Tenant Improvement Program was introduced. Clinics across the FNW communities are able to submit applications for funds dedicated to enhancing team-based care by incorporating an additional allied health professional and/or primary care provider. The visual below describes this process in further detail for FNW clinics.



PCN Lessons Learned

1. The role of the Registered Nurse in Practice is new and defining the scope of the role, workload, and workflow processes may differ slightly depending on the practice setting. This flexibility is key to supporting the individual family physicians and practice staff at a family practice.
2. Identifying how PCN partner organizations share communications internally and externally with stakeholders and to support a vetting process that ensures all organizations are aware of what information is communicated out.
3. With the introduction of PCNs across the province, it is inherent that any organizational involvement is invited in by the local PCN governing leadership. Having clear and concise collaborative local leadership supports:
 - a. Solution-finding as opposed to only identifying problems within the current system
 - b. Clear communication to stakeholders about what the intent of the PCN is and supporting a strengthened understanding around PCN perceptions and 'misperceptions'
4. The intent of the PCN supports and initiatives in FNW family practices is to increase efficiencies, decrease redundancies and obstacles in the health system and ultimately increase attachment, access and improve health outcomes for the population in the FNW. With that being said, the introduction of PCN related supports has required physicians to provide a level of documentation that is an increase compared to what

- was provided previously. The FNW works collaboratively with physicians, partners and stakeholders to ensure that these supports do not create additional burden (i.e. costs, time, stress) to community physicians.
5. Access and ownership to data is an ongoing conversation between PCN partners and stakeholders. With diverse organization structures, the conversation around data sharing, access, and frequency are aspects that interact and it's important to acknowledge that the data sharing process is not always clear and straightforward.
 6. Identifying gaps and opportunities for improvement in the established cash flow and funding definitions, specifically as they relate to required operational non-labour expenses.
 7. Information sharing from different partners and working within the varying timelines can be an ongoing process which results in delays at the community level when waiting on information sharing at the regional or provincial level.
 8. It was identified that the overhead payment processes to FNW family practices differ across the FNW PCN initiatives and collaborative work is underway between partner organizations and stakeholders to streamline payment processes moving forward.
 9. The unanticipated costs of supplies for the RNs in Practice is an ongoing dialogue between partner organizations. Funds for supplies were not originally built into the PCN funds; however, specific supplies required by the employer (FHA) for the RNs may be needed. These supplies were not built into the clinic overhead and funding for them is coming out of a different budget; despite these being specific PCN resources.
 10. Accountability of contracts can be complex given multiple partner organizations. The oversight provided for contracts held by one organization, but the impacts are on community physicians requires a dynamic approach by both partner organizations and contracted agencies.
 11. Developing a process for coverage for the RNs in Practice where the RNs are slated to go on leave is an emerging matter. Multiple systems are factors in this change; however, ultimately if sufficient coverage isn't provided, there is a risk around the impact that this would have on the family practice that may not have a nurse for this coverage. This risk was identified by family physicians at the beginning of this initiative and it's paramount that partner organizations collaboratively work together to ensure the coordination of these resources to support the clinic providing seamless primary care services.
 12. The development of an MOU between clinics and FHA to expedite and automate PCN related overhead payments (i.e. RN in Practice related overhead) is ongoing. Work is underway between partner organizations and stakeholder organizations to develop this. Given how PCN resources may not be specific to local communities, the development MOU may have applicability to other Wave 1 PCN communities across the province.
 13. As mentioned in LL 11 above (noted in Period 8), identifying a contingency plan for coverage is paramount as in the case of a FNW family practice which was approved to onboard an RN in the Fall; however, delays in identifying a leave coverage for another RN meant that the RN which was slated for this clinic was reassigned to cover the leave coverage. This clinic has been without an RN since the EOI approval process (occured in early October) and has an effect on the clinic flow. Miscommunication between FHA (the RN employer) and the Division contributes to a fragmented approach around this initiative - continued miscommunication may lead to fragmented relationships and partnerships with the RN in Practice operations team.
 14. Access to online community resources such as Pathways allow for providers to identify accessible services and resources in the FNW region. . RNs require this access as a team member in the family practice. Recently Provincial Pathways announced a policy that does not acknowledge the different models of team based care and thus doesn't allow for RNs to access this resource. Finding a solution is key so to ensure that all team members in Patient Medical Homes have access to the same resources to better support patients.

15. Accountability related to contract management for the NP and GP contracts is an ongoing conversation. As the contracts are held within FHA, identifying where the accountability lies to ensure that contracted primary service providers are meeting the contract obligations is an ongoing discussion between partner organizations.
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FNW Primary Care Networks Geography & Demographics

New Westminster: New Westminster has seen an increasing population growth over the years with a current population of approximately 76,800 (2018 BC Statistics). With this growth, there is an increasing need for attachment and access to primary care services. This PCN does have one large tertiary hospital - Royal Columbian Hospital - which supports in serving access to acute and urgent care for the FNW communities. Currently, there are 10 family practice clinics in the community with a total number of 57 FPs practicing across the community in a variety of clinic/acute settings. With the proposed additional PCN supports, there are resources for an additional 3 FPs, 4 NPs, 5.5 RNs, and 1 clinical pharmacist.

Port Coquitlam: Much like New Westminster, Port Coquitlam continues to see population growth with a current population of approximately 62,800 (2018 BC Statistics). There is currently no hospital located in this community, but there are 9 family practice clinics in the community with a total number of 46 FPs practicing across the community in a variety of clinic/acute settings. With the proposed additional PCN supports, there are resources for an additional 2 FPs, 2 NPs, 7.5 RNs, and 1 clinical pharmacist.

South Coquitlam: For the purposes of the PCN, the city of Coquitlam has been split between north and south - simply due to the large population. Within South Coquitlam, there is a population of approximately 100,000 (2018 BC Statistics). Like Port Coquitlam, there is no hospital located in this geographic boundary, but there are 22 family practice clinics in the community with a total number of 83 FPs practicing across the community in a variety of clinic/acute settings. With the proposed additional PCN supports, there are resources for an additional 4 FPs, 4 NPs, 9 RNs, and 1 clinical pharmacist.

Port Moody/Anmore/Belcarra/North Coquitlam: The fourth PCN is comprised of Port Moody, Anmore, Belcarra and North Coquitlam and makes up an approximate population of 88,000 (2018 BC Statistics). This PCN also has a hospital, although smaller than RCH, Eagle Ridge Hospital resides within Port Moody and is a smaller acute site. Currently, there are 4 family practice clinics in the community with a total number of 31 FPs practicing across the community in a variety of clinic/acute settings. With the proposed additional PCN supports, there are resources for an additional 3 FPs, 2 NPs, 10 RNs, and 1 clinical pharmacist.