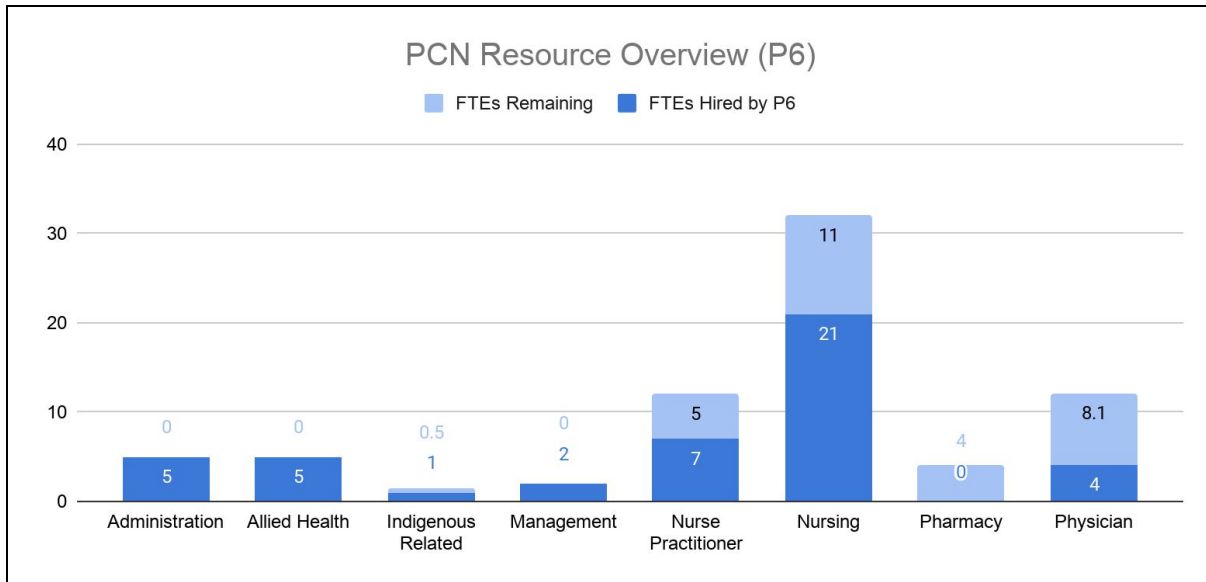


Fraser Northwest Primary Care Network

Period 6 Addendum Report



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FNW PCN Performance Monitoring Summary

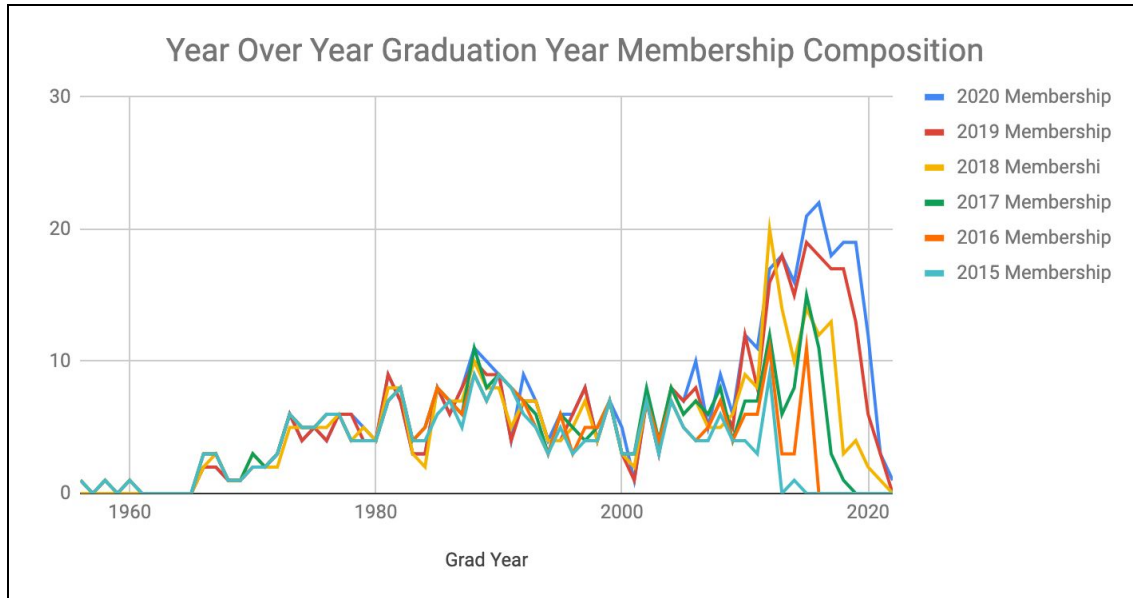
Work is underway between partner organizations to identify relevant indicators to measure and report on the following Primary Care Network Attributes:

PCN Attribute	Indicator Change (<i>period over period comparison</i>)
Attachment and Access to Primary Care	Exact metrics to identify indicators under development between FNW PCN partner organizations
Extended Hours	Exact metrics to identify indicators under development between FNW PCN partner organizations
Same Day Access to Urgent Care	Exact metrics to identify indicators under development between FNW PCN partner organizations
Advice and Information	Exact metrics to identify indicators under development between FNW PCN partner organizations
Comprehensive Primary Care	Exact metrics to identify indicators under development between FNW PCN partner organizations
Culturally Safe Care	Exact metrics to identify indicators under development between FNW PCN partner organizations
Coordinated Care	Exact metrics to identify indicators under development between FNW PCN partner organizations
Clear Communication	Exact metrics to identify indicators under development between FNW PCN partner organizations

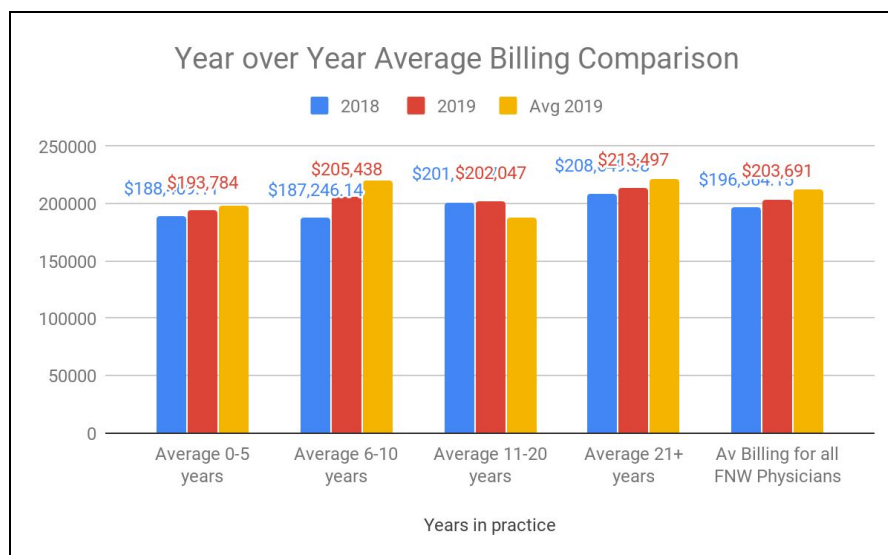
Additional details and reporting measures will be shared in the next period report upon identification and discussion at upcoming PCN Partner leadership discussions.

FNW Community Overview

FNW Division membership comprises approximately 450 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. 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. Year over year membership composition continues to show strong numbers for Physicians in their first 10 years of practice, the graph below represents the year over year membership composition based on members' graduation year:



The average Blue Book Listings for Physicians in the FNW in 2017, 2018 and 2019 are represented in the chart below. It's important to note that these numbers reflect Physicians in a variety of roles and providing primary care services in a number of different practice types - i.e. Family Practice, Walk-In Clinic, Hybrid, Locum, Residential Care, Hospitalist, Maternity, Addictions and a number of others practice types.



Overview: Primary Care Provider Community Adds & Losses

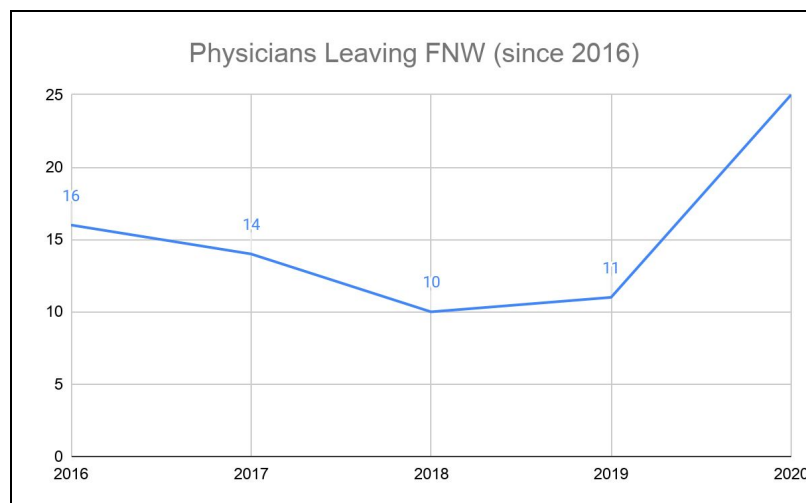
Since the inception of the FNW PCN in April 2019, there continues to be primary care providers joining and leaving the community. The visual below denotes the addition of primary care providers (including both Family Physicians and Nurse Practitioners) to the FNW communities; the leaves of primary care providers (including retirements and other leaves); and the correlating attachment based on data collected from the FNW Attachment Hub. A detailed breakdown of the projected retirements can be found later in this section.

	2019	2020 (as of August)
Provider Adds	10	4
Provider Losses	15	26
Net Loss/Gain	-5	-22
Attachment*	856	1916

*Attachment numbers pulled from FNW Attachment Hub

Work is underway to welcome potential International Medical Graduates (IMGs) Return of Service (ROS) from the UBC program and the Practice Ready Assessment (PRA) program into community practices to take on a panel for longitudinal practice. ROS candidates have the ability to apply to prospective clinics where they can be introduced and both parties can take part in an interview process to assess fit. At the end of July, there were 10 IMG candidates who indicated interest in practicing in the FNW and 5 Family Practices who indicated opportunities for candidates. Since the applications have been received, there have been a total of 38 introductions between candidates and clinics. With respect to the PRA program, the Division is currently supporting FHA in this process for Physician sponsorship and work permits.

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 77 physicians leaving the community with 11 physicians leaving in 2019 and an additional 26 leaving in 2020 already. Previous data shared in the report below was not inclusive of all retirements and losses in the community, updated data is shared in the graph below.



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.

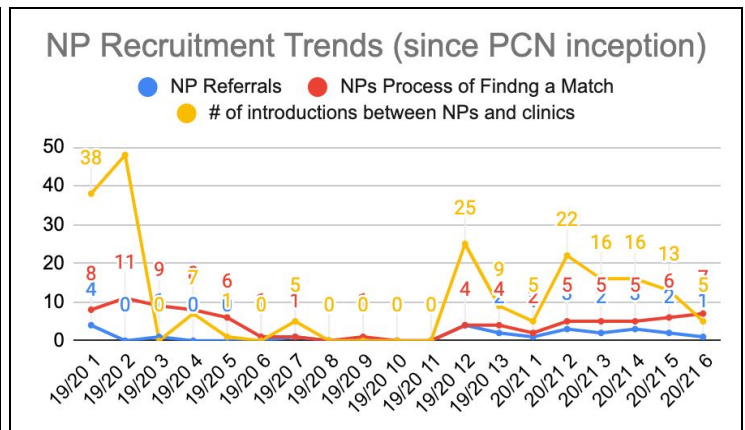
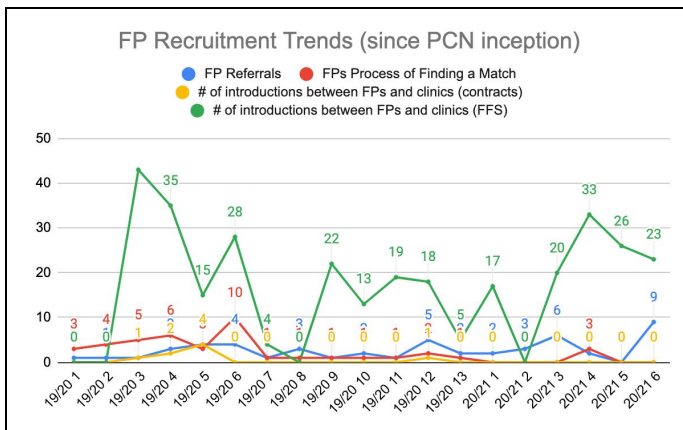
Supportive resources such as RNs in Practice, access to rapid clinical counselling resources and practice improvement support are paramount to retaining the current physicians in the FNW, and recruiting future physicians to practice in these communities.

In the last period, a Physician indicated that they had moved practices and moved out of the South Coquitlam PCN catchment area and into the Port Moody/Anmore/Belcarra/North Coquitlam PCN areas. This geographical area has seen a growing decrease in the number of Physicians practicing due to high overhead costs associated with lease space so the addition of a Physician who has also indicated that they would accept patients looking for attachment in these areas is beneficial.

Family Physician and Nurse Practitioner Contracts

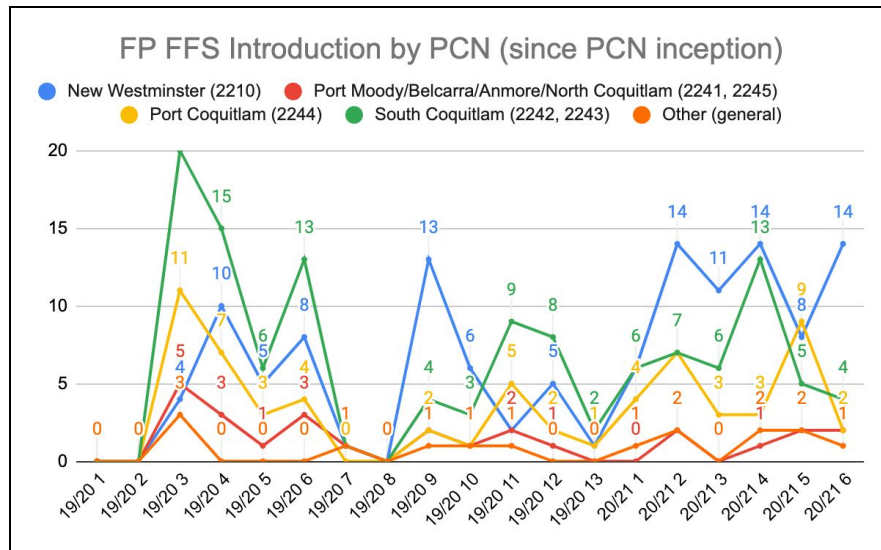
Collaborative work between the FNW, FHA, HealthMatch and the Ministry of Health is vital in order to support increased FP and NP resources in the FNW communities. In Period 6 (August 21- September 17), clinic openings remained consistent at 18.6 FTE. Table 1 below provides a status overview and update 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 since PCN Launch			
Family Physician	9	57	0	0	0 PCN Launch Total: 4
Nurse Practitioners	1	35	7	5	0 PCN Launch Total: 7



The number of active postings on HealthMatch BC for FPs for both FFS or contract positions increased in this period to 42 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 (FFS) opportunities and engagement efforts are underway on an ongoing basis and in this period, there were 23 new introductions between FPs and practices for FFS opportunities such as locum, permanent part-time and permanent full-time.



Practitioner Reporting Feedback

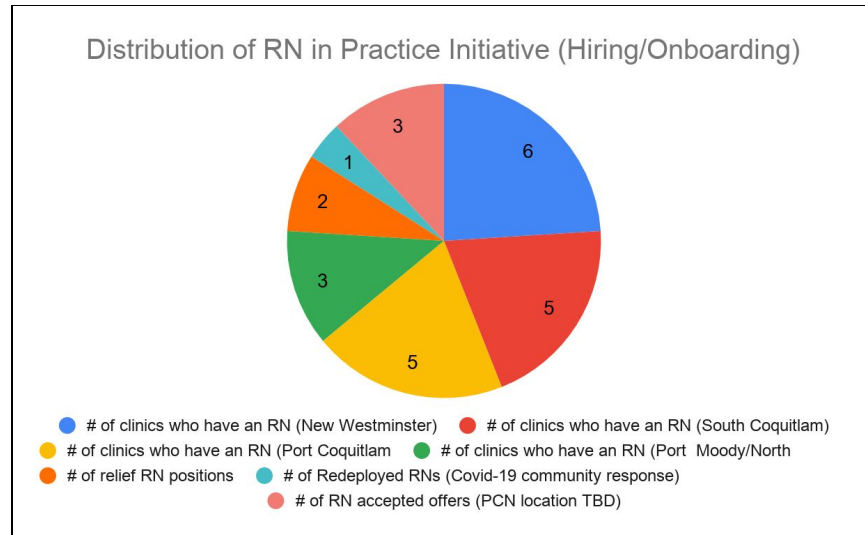
As part of the ongoing development around sustainable contract management, partner organizations co-developed reporting templates that were distributed to all PCN contracted Family Physicians and Nurse Practitioners to support accountability around contract reporting and quality improvement. Providers were asked to share their satisfaction levels and based on the reports received at the time of writing this report, aggregated data reflects an average satisfaction levels for the month of August to be 7 out of a scaling of 0-10 (*0 being very unsatisfied and 10 being very satisfied*). Satisfaction-level trends over time will be reported in the next period report as a more fulsome response rate is expected.

These providers also provide feedback around what's working well, ongoing challenges and what they'd like to share in order to support partner organizations' understanding of the experience providing longitudinal care in a contract-funded environment. Feedback collected so far note the following lessons learned

1. One provider noted that what drew them to the contract environment was the ability to provide a holistic approach to their patients. Patients are able to bring multiple medical concerns to the provider and the provider is able to respond accordingly to the patients' needs in the moment. This needs to be balanced between meeting patients concerns, while also addressing the need for accurate MSP billing that's reflective of patients' multiple concerns.
2. Patient volume and growing providers' patient panel is at the forefront for some and providers are eager to meet contract panel obligations while providing accessible care to their patients.
3. Billing rejections for contracted providers are arising; specifically around ICBC and WorkSafe BC related billings.

Registered Nurse in Family Practices

In Period 6, there are 20 family practices now having a nurse. 2 RNs have accepted offers with later start dates in Fall 2020 and an additional 1 RN has accepted an offer with a mid-September start date. The YTD distribution across the PCN's are:



Accurate encounter code data is vital to the ongoing implementation of the RN in Practice Initiative 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. Collaborative work between the Division team, the PCN contracted providers and the support team from the MoH began and a potential solution to eradicating the continued billing rejections was found. This solution is going to be tested in a few clinics before being rolled out to all clinics with PCN funded resources.

RN In Practice Case Story

This story explores the impacts that the Registered Nurse in Practice Program has had on Physicians and members of the clinic's care team.

The Nurse In Practice Journey....

Our office was one of the first 3 in Fraser Northwest to try out a new way to provide primary care services making use of an FHA-provided nurse – the RN in practice (RNiP). We really didn't know much about it other than it would force us to change. We all felt that the status quo was not sustainable or satisfactory. I guess we were desperate to embrace change of any sort. So we dove into the deep end, and hoped for the best.

It seemed that we would never come back to the surface, but after endless cycles of incremental changes, we've come to really appreciate how the RNiP truly assists us in our daily work. The COVID pandemic threw a huge wrench into our entire office, but again, we've risen to the surface, treaded water a bit, and are swimming towards the shore once more.

When our RN is on site, she's usually not noticed – and that's a compliment. She has integrated well into our workflow that she's generally seamless.

Nothing illustrates how integral our RNiP has become than when she is not available. This has happened on several occasions due to vacation (when a replacement was not available) and due to unforeseen emergencies – such as illness (thankfully not COVID).

Some examples of include the need for the doctors to actually syringe those plugged ears. We have to complete the well-baby checks rather than review the Rourke and do the focused physical exam. We are taking out sutures and staples, applying dressings, giving injections – rather than just appreciating the end results of a good wound assessment or vaccination. Our MOA's have to interrupt us more for panicked phone calls, rather than transfer them to the nurse. Our patients who are overdue for BP or weight checks – because the pharmacies no longer offer their devices – can easily book with our RN to do those checks and counsel them further. N patient intake is so much easier, because the core data set is already gleaned for us and documented in the chart. We have to spend double or triple the usual time doing our complex care planning as our RN has become adept at doing chart review, medication summaries, and advance care planning for us, ahead of time. She's even become the extra MOA assistant, when needed, to help clean our exam rooms!

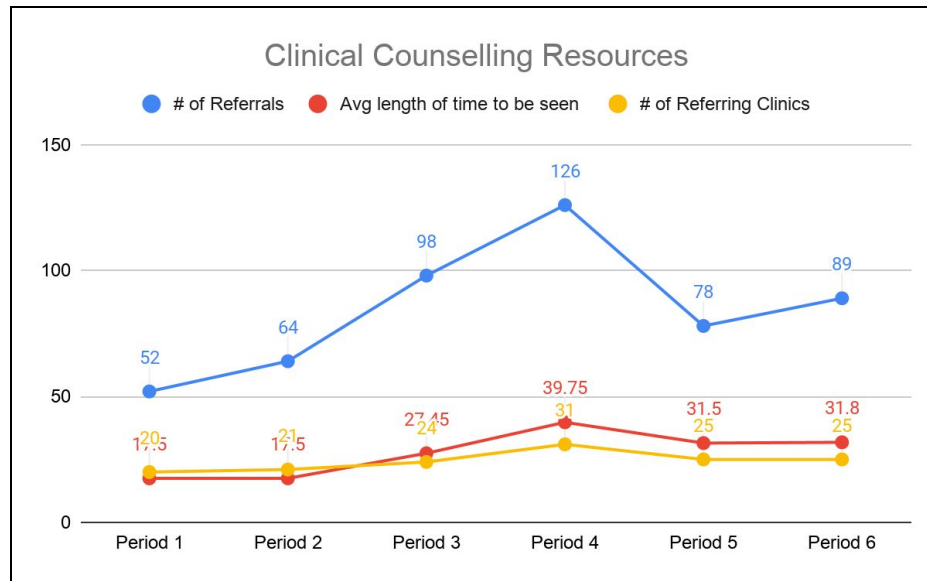
In short, if we could afford it, I don't think we could ever go back to working without a nurse in our practice.

Allied Health (Clinical Counsellors) Supports - Contracted Agency

The number of referrals for this reporting period grew while the number of referring clinics and the average length of time for patients to be seen remained fairly consistent with the numbers from the last reporting period. The table below details the change over the last period to the current period:

	Previous Period (P5)	Current Period (P6)	Difference
# of Referrals	78	89	↑
# of Referring Clinics	25	25	=
Average length of time for patients to be seen (<i>days</i>)	31.5	31.8	↑

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 5:

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

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. Details on the number of referrals can be found in the table below:

	Previous Period (P5)	Current Period (P6)	Difference
# of Referrals	56	45	↓
# of Referring Clinics	16	16	=

In Period 6, referrals slightly decreased compared to the previous period. Patients are able to self-refer as there has been increasing concerns around anxiety and depression as it relates to the current pandemic situation. Virtual counselling have been developed in the FNW to support ease of access for patients and physicians given the current environment. Of the 45 referrals, 1 of them were self-referrals citing covid-related concerns. Work is underway between this program and the FNW Division to collect physician feedback to inform program

development opportunities that ensure rapid access to mental health support for patients with mild-moderate mental health concerns.

Indigenous Related Supports

As one of the partner organizations in the Fraser Northwest Primary Care Network, Kwikwetlem First Nation has worked to identify the resources needed in their First Nation Community. These resources will work to support increased attachment and access to primary care services for the Nation, as well as surrounding urban and away from home Indigenous population.

Through the planning process, it was identified that 1.5 FTE support workers and 52 FP sessional would support increased access to culturally safe primary care services for the community. A partnership table was established on the Nation, inclusive of FHA, the FNW Division, and First Nation leadership and meeting regularly to move forward the opening of the Kwikwetlem First Nation primary care clinic. This table had begun development of a clinical service plan for the KFN Primary care clinic and health services, in partnership with the community. 2 local FPs have offered their services, and have met with the Kwikwetlem Health team, currently consisting of a nurse practitioner, and full time community health nurse, to discuss workflows. Tenant improvements to the Kwikwetlem clinic site were made and completed, offering two full clinic rooms, as well as a waiting room.

Due to Covid 19 related closures, as of Monday June 8, Kwikwetlem First Nation Council made the decision to extend the community closure to all outside members of the public and professionals. The leadership for the community had expressed they would like to consider a phased approach to opening the community to primary care services for their members only to begin. This planning is occurring at the community level with the regional health authority. The Kwikwetlem Primary care clinic is targeting a full reopening date of mid-October for community members. The hiring process for the 1 FTE Community wellness advisor has been completed upon finding a successful applicant. The community leadership met with her, and

have found the applicant

to be an excellent fit for the community, and they are excited for the applicant to begin work mid-October. A second interview with the 0.5 FTE home support worker and community leadership, and one of the community members has taken place and the community is in the process of hiring the applicant. The Kwikwetlem clinic rooms are set up, just awaiting the arrival of the desks so that IT can set up the desktops. The team has been setting up the clinic rooms with a small clinical team back on site Friday for services.



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 and the FNW Division continued the two cohorts of the Quality Improvement Small Group Learning Session (SGLS) that were delivered virtually to FNW physician members and was co-facilitated by a PSP representative and a community Physician. Work is underway to provide an EMR SGLS to Family Physicians in the FNW.

At the time of writing this report, September data was still being calculated. Below is the month over month comparison from the previous report shared:

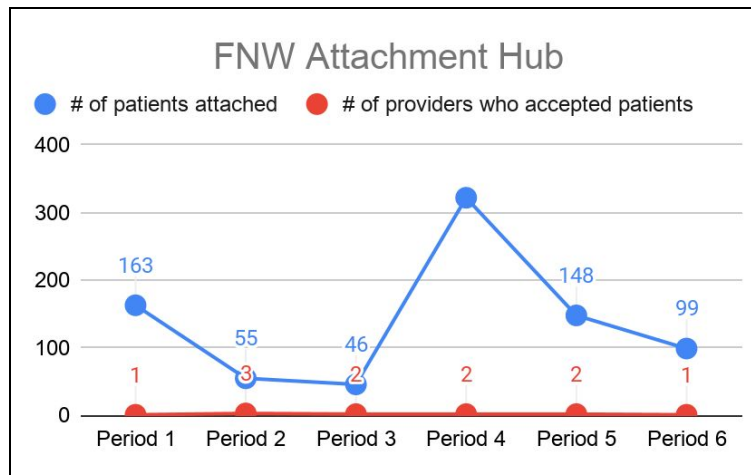
	# of MSOC Physician	# of PMH Assessments completed	% started Panel (MSOC)	% Completed Panel (MSOC)	Started Panel	Working on Phase 1	Working on Phase 2	Working on Phase 3	Workbook Complete
Previous month (July)	170	119	64%	51%	109	10	3	9	87
Current month (August)	168	117	64%	51%	108	10	4	9	85
Change	↓	↓	=	=	↓	=	↑	=	↓

Attachment

Passive 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 O\$ MSP fee codes; however, work to implement those across the region is an ongoing process between partners. The table below 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	0	1	0	0
# of patients attached	2	96	0	1
# of patients waiting to be attached	1181	547	439	461



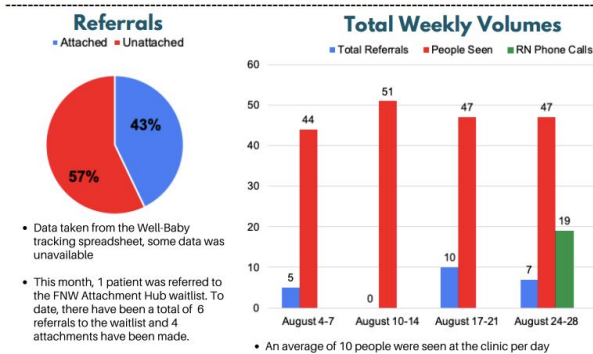
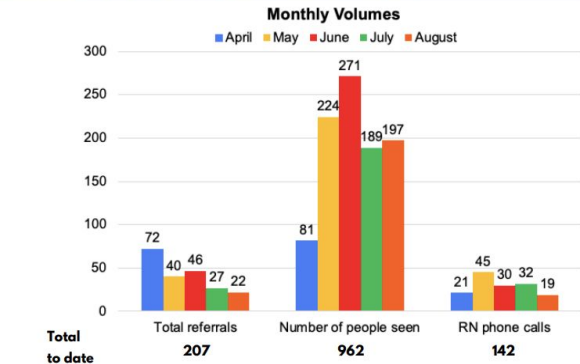
There was a significant increase in patients waiting to be attached in this period compared to previous reporting periods as there was a public engagement campaign in the local [New Westminster](#) and [Tri-Cities](#) newspapers which also resulted in a 300% increase in pageviews on the FNW Division website for people looking to find a Family Physician.

Active Attachment

Recently, with the introduction of additional mechanisms that support the coordination of care between systems, an opportunity was identified to build on and actively link these with the FNW Attachment Hub. Unattached moms and babies seeking prenatal and postnatal care at the FNW New Mom/Well Baby Clinic (stationed at a local clinic in Port Coquitlam) are now directly linked with the Attachment Hub and upon discharge from this clinic are connected with a Family Physician in the community. Currently 67% of the referrals have already been successfully attached with a Family Physician or Nurse Practitioner. Additionally, work has taken place to connect unattached patients recently discharged from the hospital to a Family Physician. Immediate follow-up care is provided through the Acute Discharge Program with the intention that longitudinal care will be provided by the attaching Physician. September data was not yet available for this reporting period and so the visuals below reflects both programs' August referral data:

New Mom and Well Baby Clinic Monthly Report August 2020

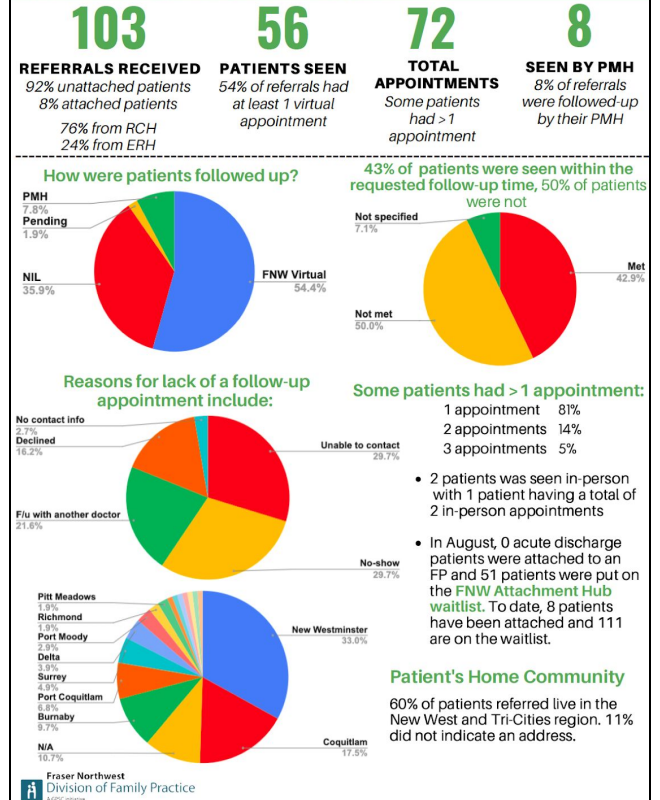
Data as of September 2 at 2pm, there may be slight changes in the numbers after reporting



Fraser Northwest
Division of Family Practice

Acute Discharge Program August 2020 Report

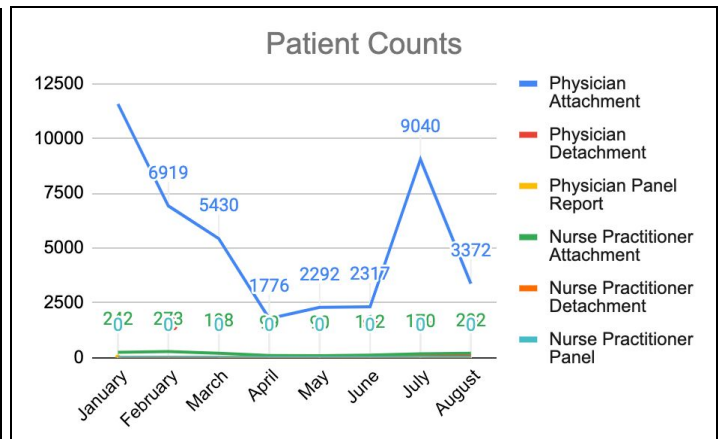
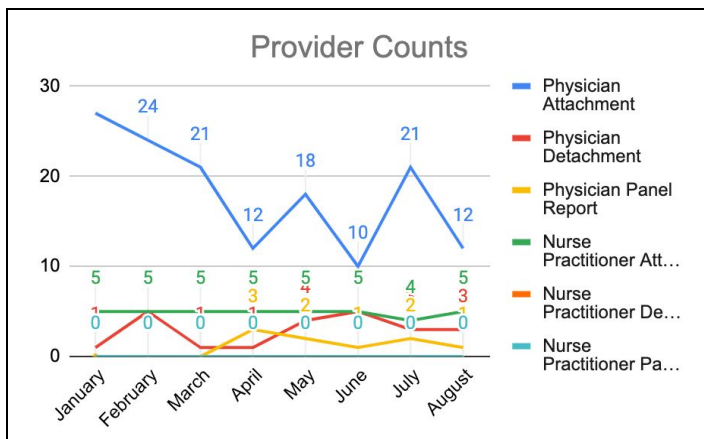
Data available as of September 4 at 2pm, some numbers may change slightly after reporting



Work is currently underway with FHA Home Health to identify and establish workflow processes for attachment between patients that may be medically complex and/or frail with a Primary Care provider. Additional details on this will be provided in the next period report.

Attachment Coding (MoH)

Attachment data from the MoH has recently become available providing an analysis of the breakdown of attachments and detachments based on provider type and the associated patient counts. Data was shared starting from January 2020 and the trends of Provider Counts and Patient Counts are noted in the visuals below:



Feedback from the Community

Preliminary work is underway to develop a PCN related public engagement strategy that collects feedback and stories from patients to better understand what primary care healthcare supports are integral to their continued access and overall health. Engagement work is currently underway to identify opportunities for people in the community to provide feedback on accessing healthcare services for their needs. Responses from the public survey continued to grow in September with a total of 124 new responses. Main themes surrounded patients looking for a Family Physician and the FNW Attachment Hub Coordinator is working to connect with these people.

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. In the last month (September) they've recorded the following changes in public engagement through the social media platforms:

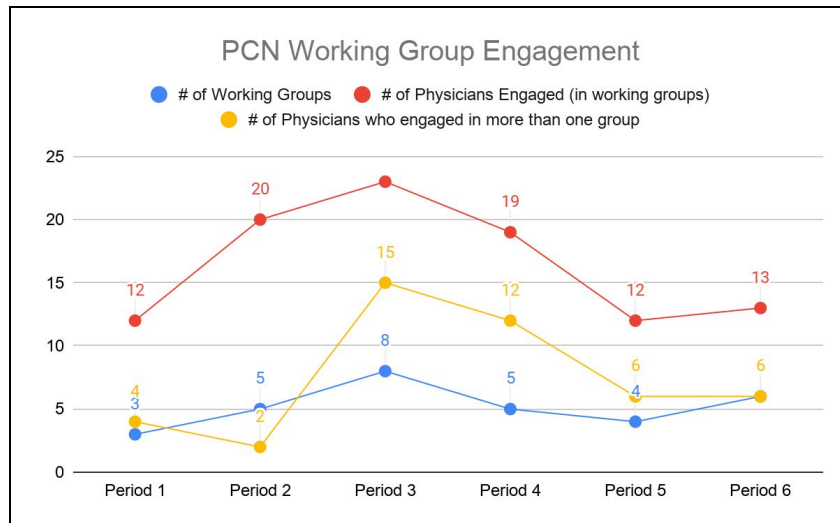
Channel	# of Posts	Engagements	Followers (+/-)
All Channels (Facebook, Instagram, Twitter, LinkedIn)	+91	458	+21

Physician Feedback and Engagement

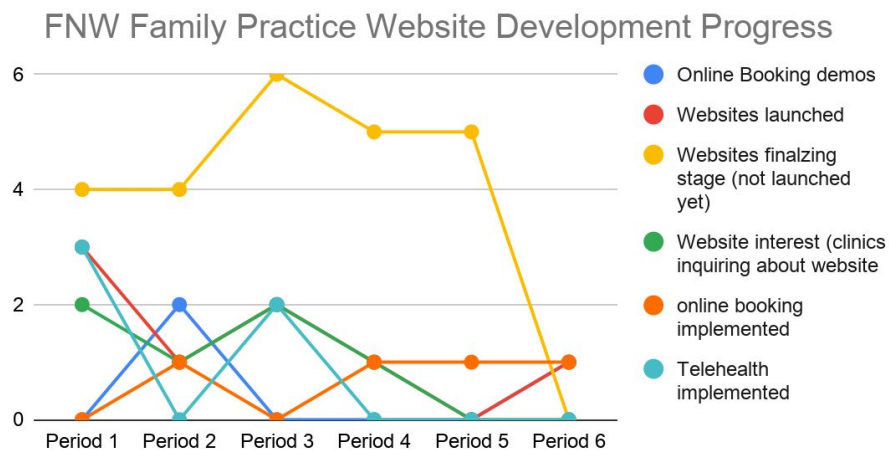
Feedback from physicians, partner organizations, internal and external stakeholders has also been collected and key themes from this reporting period that have emerged include:

- In relation to the FP/NP contracts:
 - Division connecting with contracted practitioners around any support and questions/clarifications that may have emerged since being in practice.
 - Division connecting with MoH around billing rejections and identification of strategies for improvement
 - NPs connecting with partner organizations around contract requirements regarding reporting and working as a HA employee and PCN contracted provider
- In related to the RN in Practice Initiative:
 - Billing questions around virtual care between the RN and clinic Physicians
 - Scheduling clarification around coverage on Saturdays for a clinic that is open on the weekend and hoping the RN can support
- In relation to the other Allied Health Professional positions:
 - Communication with partner organizations around support from Home Health and identification of strategies for strengthening relationships between primary care and community care
- In relation to the Covid-19 response:
 - FHA is developing a contingency plan to run a covid-19 testing and assessment clinic. Work continues to be underway to develop a succession plan and identify when this clinic will be ready to meet the needs of people in the New Westminster and Tri-Cities communities.

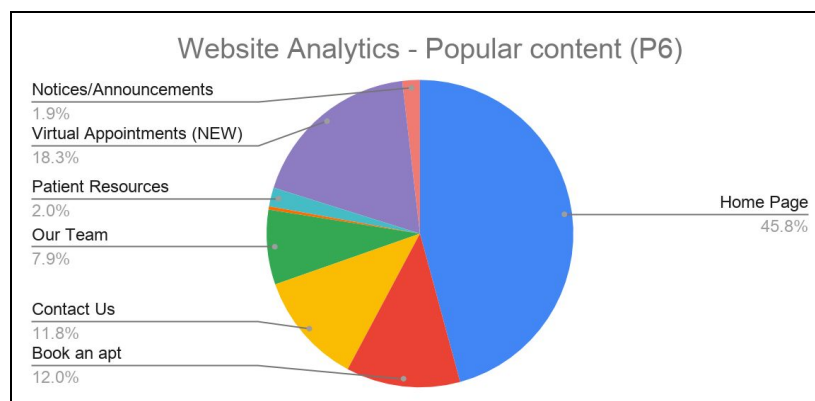
Physician engagement for this reporting period includes:



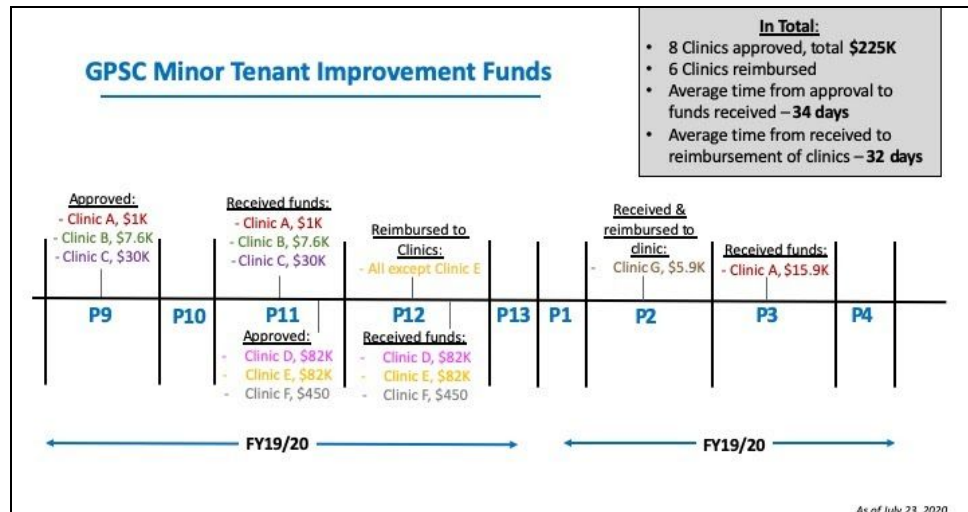
Additional engagement support provided to FNW physicians is the website development as supported by a Digital Content Coordinator. In Period 6, there was one new website launched and one practice implemented online booking. The move to providing primary care services in a virtual setting continues to 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.



Website analytics that looks at the total page views and visits from the public on popular links from each clinic website and approximately 12.0% of the total 'clicks' were on Booking an Appointment.

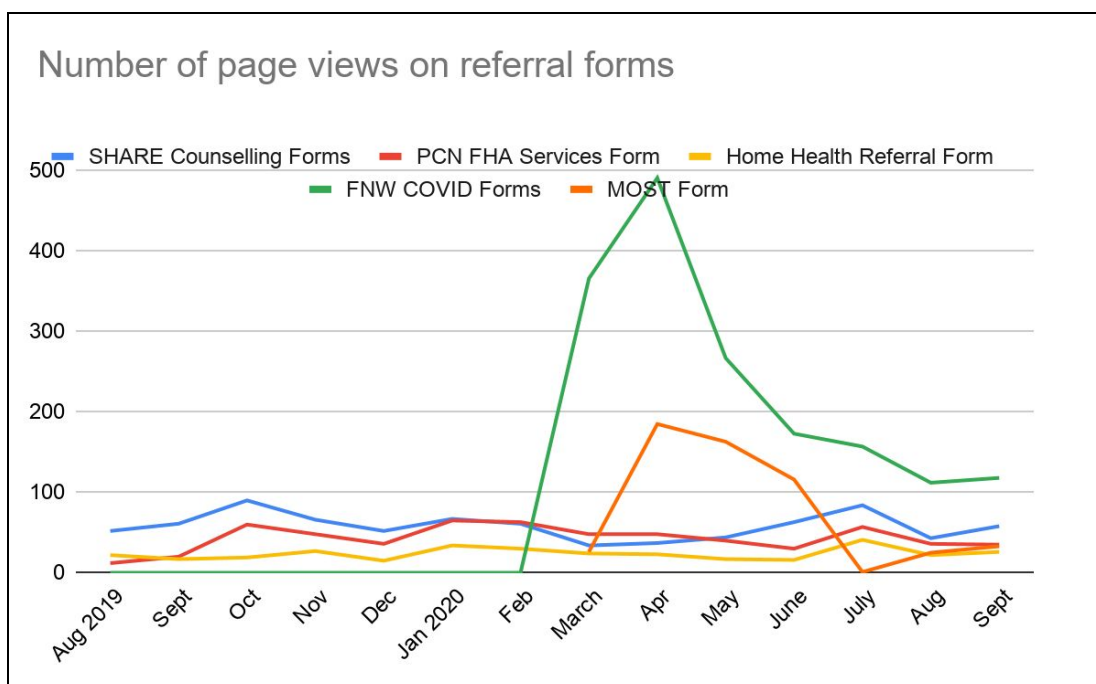


As part of onboarding additional primary care providers, the GPSC Minor Tenant Improvement Program was introduced. Clinics across the FNW communities are able to submit applications for funds dedicated to enhancing team-based care by incorporating an additional allied health professional and/or primary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



Pathways

Pathways is a virtual directory that allows local Family Physicians and providers to identify and access resources, supports and services for their patients on a variety of healthcare related concerns. It is a tool used by Physicians and Specialists for referral resources, wait times, and has been proven to play an important role in the coordination of care between providers. Data pulled from the FNW Pathways site from August 2019 shows the page views of PCN related referral supports as well as details the rapid increase in Covid-19 supports since March 2020.



On July 22, the Pathways Virtual Care Directory was launched in the FNW. This directory enables the public to search the Family Physician and/or clinic they're attached to in order to identify whether virtual care is set up by the FP and/or clinic and allows for ease of access. If patients are unattached, there are community resources available including access to walk-in clinics across the FNW, access to the FNW Virtual Clinic and some primary care practitioners may specify whether they are attaching new patients.

PCN Lessons Learned

1. Recent development of contract management accountability between partner organizations identified an opportunity for provider reporting related to overall contract management and quality improvement. Feedback from practitioners identified an opportunity for follow-up around language clarification and information-sharing expectations.
 - a. An offshoot of this process has been identified that in order to provide clear data from clinic EMRs that supports contract reporting, there is a time commitment, cost associated and programming with retrieving information.
2. In this last period, an RN resigned after working in primary care for a few weeks. This nurse had come from acute care and work is currently underway between partner organizations to engage with the RN to better understand this experience and opportunities for support for future RNs making the shift in practice setting. This has been the first resignation in this program.
3. It was uncovered during this reporting period that Nurse Practitioners who are on provisional must have a specific 'provisional' practice agreement completed. It requires an addition of a small section in the agreement; however, given the multiple organizations needed to sign off on the agreement, this is an added delay on top of what has already been a lengthy process.