



**Kootenay Boundary**  
**Division of Family Practice**  
A GPSC initiative



**ANNUAL REPORT**  
**2018–2019**

*Improving Health Care,  
Changing Lives*

# KOOTENAY BOUNDARY DIVISION LEADERSHIP REPORT

Kootenay Boundary Division of Family Practice's ninth year of operation brought a significant change to the governance structure of our organization. New regulations under BC's Societies Act that came into effect in 2018 resulted in our division needing to discontinue use of our society structure. After securing member approval by unanimous vote in the winter; on March 31, 2019, we began our new legal life as a co-operative. Additionally, we are looking forward to welcoming three new non-physician members to the KB Board of Directors at this year's AGM:

**Pat Dooley** — Senior leader and former Superintendent in Nelson and Trail school districts, and recently retired member of the Interior Health Authority (IHA) Board of Directors.

**Jan Morton** — Adult Educator, Community Developer and Founding Executive Director of Greater Trail's employment services agency, The Skills Centre.

**Greg Powell** — United Church minister in Castlegar, BC, and former environmentalist with the Pembina Institute.

These members, who have already attended two Board Meetings, significantly enrich our Board with new perspectives and strong connections to many leaders in the region we serve.

As in years gone by, 2018/19 saw our division complete many projects to improve care in our region. Notable examples include the introduction of multiple new palliative supports for physicians and patients, and meetings to build relationships between general practitioners/specialists that resulted in the development of a new GP/SP best practice checklist to improve the referral process. We also worked to increase connection and collaboration amongst Emergency Department teams and improve patient transfers, as well as developed a new tool to help physicians integrate Adverse Childhood Experiences (ACEs) and Trauma Informed Care into their daily clinical work. This annual report provides more details about these projects and the many other excellent

examples of practitioner leadership which are improving the lives of patients in Kootenay Boundary.

Most of this notable project work is accomplished by passionate physician leaders, dedicated committees, and skilled project contractors working alongside them. For the Board, senior division staff and local IHA partners, 2018/19 was dominated by the complex task of planning for the first wave of Kootenay Boundary's Primary Care Network (PCN). We acknowledge the efforts of so many of our members to guide the PCN Service Planning process to its successful conclusion late last year. This collective effort culminated in the Ministry of Health's approval of 32.5 FTE new clinicians for Kootenay Boundary. This is a fantastic achievement that will greatly benefit patient care in our region.

The announcement of our PCN was the culmination of months of negotiations with the MoH, GPSC and IHA to gain clarity and secure the best possible resources for our practices on key issues like employment conditions, overhead, capital improvements and the necessary change management funding to implement our PCN. As the current fiscal year began, and simultaneous to these (still ongoing!) negotiations, the work of implementation unfolded. All of this work highlighted many complexities and competing values, including equity vs. impact, proportionate universalism, GP buy-in, space, IHA HR policy, etc. Throughout this process, your Board

## KB DIVISION 2017-18 EXECUTIVE

Dr. Trevor Aiken, Chair  
Dr. Chelsea Anchikoski, Treasurer  
Andrew Earnshaw, ED  
Dr. Dharma McBride, Chair  
Dr. Shelina Musaji, CSC Co-Chair

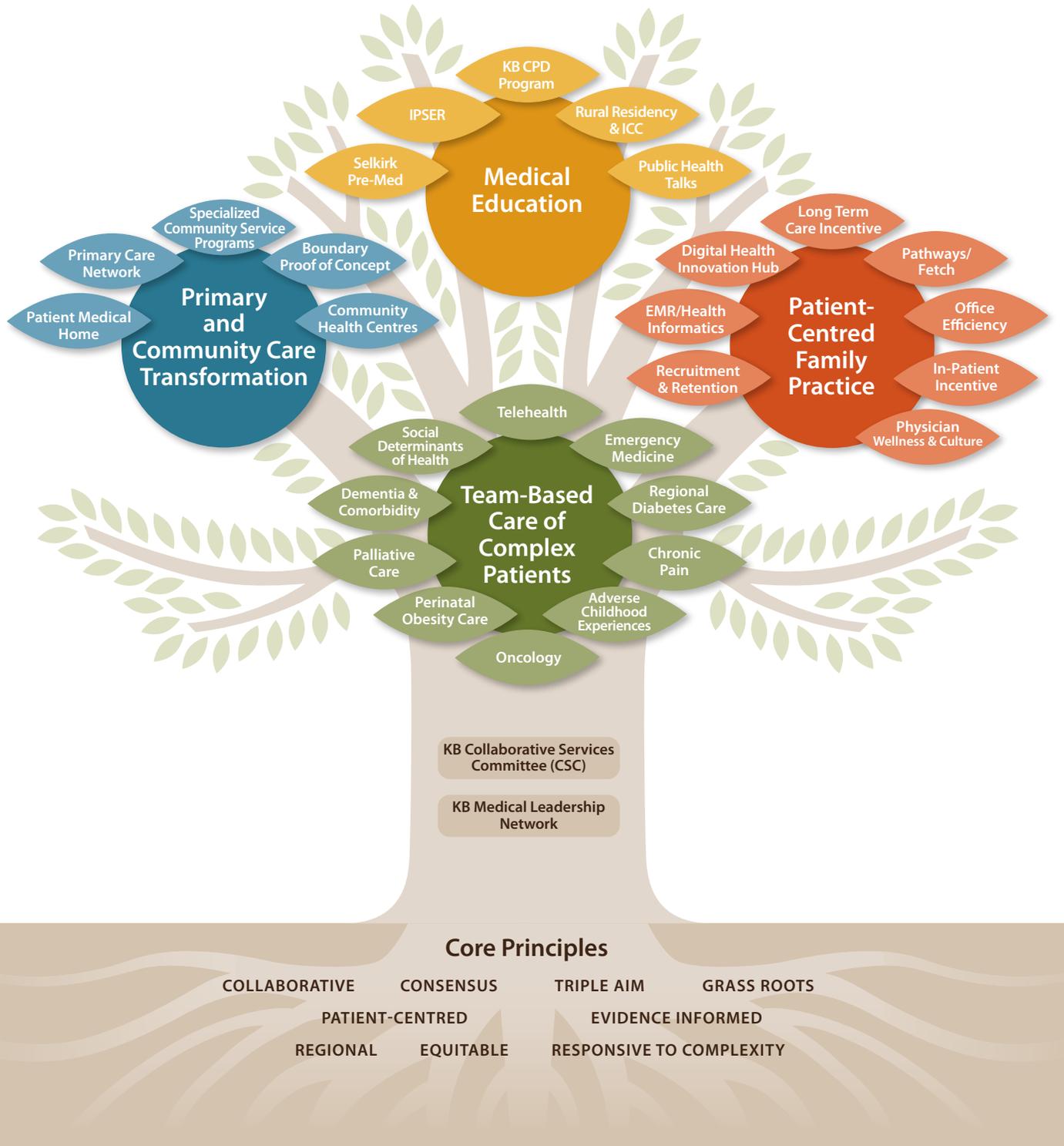
has regularly solicited input from members, and done our best to make decisions based on the information and resources available to us.

The PCN Expression of Interest process resulted in applications from over half of Kootenay Boundary clinics. It sparked collaboration among certain clinics to pool resources, and in some locations contributed to community engagement regarding community health centres. The hiring process has begun and our PCN Change Team is working closely with first wave clinics to build clinical teams in the most efficient and effective way possible, notwithstanding the aforementioned challenges.

As we are all aware, Kootenay Boundary's PCN is being built 'as we fly it'. The benefit of this approach is that *we are all* the architects of our PCN. The challenge is that there are many questions for which answers remain emergent, and our opinions can differ as to the best course of action at any juncture in the flight path. As trailblazers within BC's complex healthcare system, with many competing interests to consider, frustrations are naturally part of all of our work. Success for our patients and our communities lies in jointly accepting responsibility for the challenges that arise, and working collaboratively to put our best "feet" forward.

Please don't hesitate to contact any of us if you wish to discuss anything, or to get more involved in any of the initiatives you read about in this report.

# OUR IMPACT: KOOTENAY BOUNDARY DIVISION OF FAMILY PRACTICE INITIATIVES



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## KOOTENAY BOUNDARY PROOF OF CONCEPT

- Nurses and social worker continue to provide care in five KB clinics
- Two regional QI meetings were held in November 2018 and May 2019 to discuss approaches to providing care and how to meet the core Proof of Concept goals
- Data continues to indicate positive outcomes for three of the five core Proof of Concept goals:
  - CTAS 4 and 5 visits by Boundary residents to Boundary District Hospital (BDH) down 13.7% over baseline in year 1 and 16% over baseline year 2
  - Scheduled visits to BDH reduced by 17% in year 1 and 42% in year 2
  - Scheduled visits to the BDH Emergency Department were down 28% in year 1 and 54% in year 2
- 200 mild to moderate mental health patients supported this past year by a social worker in clinic, exceeding the goal of 160 patients

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## PRIMARY CARE NETWORK

- The division's PCN Service Plan received provisional approval by the Ministry of Health in December 2018, and final approval in April 2019 for:
  - 32.5 FTE clinical staff (GPs, NPs, RNs, SWs, PTs)
  - Project management and coaching support for clinics
  - Total of approximately \$6 million per year to the region
- Project activities to date include:
  - Two PCN NPs hired in January 2019, and two RNs in June 2019
  - PCN Implementation / Change Team created, with members from the division, Interior Health, and the Practice Support Program
  - PCN Expression of Interest process took place for KB clinics from May to July 2019 with 16 PCN wave 1 clinics selected in July 2019 (~60 GPs/NPs participated)
  - Creation of Learning Lab (QI, team-based care education, IMIT)
  - PCN Patient Experience Survey launched

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## EMERGENCY MEDICINE NETWORK

- This past year, KB Physician and nurse leaders met and identified complex problems related to:
  - Communications and trust between primary and secondary sites for patient care pre-transport, transport decisions and patient repatriation
  - Diagnosis-specific decision support
  - Transport enhancement
  - Inter-professional capacity development for primary emergent care teams



- In response, the project committee has:
  - Advocated for a dedicated car for the High Acuity Response Team to enable faster service response to rural sites
  - Invited the BC Emergency Health Services regional manager to committee meetings to address transport challenges
  - Organized a regional tour for BC's Director of the Patient Transport Services and discussed patient transport processes
  - Implemented the Medical Imaging Patient Transfer document to provide clear communications between rural and regional sites for patient pathways
  - Hosted local team building engagements in six sites
  - Planned a regional emergency medicine event for November 2019

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## SOCIAL DETERMINANTS OF HEALTH (SDH) & ADVERSE CHILDHOOD EXPERIENCES (ACEs)

- Project activities included working with clinics to implement the existing [KB poverty intervention tool](#) and an [adverse childhood experiences \(ACEs\) screening tool](#), including presentations on the health impacts of ACEs
- Twenty practitioners in five KB clinics have completed the in-clinic training, results show that:
  - Prior to the training 30% of practitioners had never screened for poverty and more than half of physicians had never screened for ACEs
  - Physicians' confidence to screen for poverty and ACEs significantly increased from pre- to post training
- In-clinic training continues to be offered, contact Todd ([tkettner@divisionsbc.ca](mailto:tkettner@divisionsbc.ca)) to schedule your session

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## PALLIATIVE CARE

- Using a population management approach, the project endeavoured to provide the gold standard in palliative care, and yielded the following results:
  - Coordination and provision of care was improved with teams who conducted weekly community-based multidisciplinary Palliative Rounds with care teams in Nelson, Grand Forks, and Trail
  - Two Palliative Care Medical Lead positions were established and local GPs received focused training to advance a Palliative Care approach in the region
  - Opportunities for capacity building and continuing education for multidisciplinary teams were explored by the following events:
    - CME event with Dr. Phillipa Hawley — Dept Head of Palliative Care at UBC
    - Regional Palliative Care Roundtable
    - Palliative Care Master Class with UBC Division of Palliative Care & Victoria Hospice Society
    - Three workshops facilitated by local psychologist Dr. Helen Peel which focused on learning about vicarious trauma and strategies for resilience
  - [Resources for patients and physicians](#) were developed to support palliative care conversations
  - Partnerships with community hospice organizations were explored and developed, helped to advance the concept of ‘compassionate communities’

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## GP/SP CONSULTS

- Consultations between GPs and SPs ran from May 2018 to June 2019 with the goal of improving relationships and developing better referral and consult practices, communication protocols, and approaches to sharing care for complex patients
- Key events and outputs included:
  - A session with nine GPs and six SPs to explore how past events have shaped relationships, and envision how future relationships could look
  - A social network mapping exercise between 25 GPs and 18 SPs to better understand current referral and collegiality patterns
  - A Doctor’s Lounge event facilitated by Shared Care and the Kootenay Boundary Physicians Association, attended by 37 GPs and 17 SPs who explored relationship issues and shared care for complex patients
  - A series of Thought Leader meetings attended by seven GPs and five SPs who discussed how to address relationship and communication issues, key elements of referrals and consults, and the potential for specialty-specific care algorithms
  - Newsflash updates, one conveying who to contact post-operatively for patient complications for all specialties in Kootenay Boundary; the second, a [Quality Referral and Consults Pocket Checklist](#) distributed to all physicians

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## TELEHEALTH

- This year, the Kootenay Boundary Telehealth program supported physician engagement with the Ministry of Health to provide feedback on the new Provincial Digital Health Strategy. The discussions prioritized future digital health work for the region and collaboration with Facilities Engagement to create a KB Digital Health Hub which will streamline efforts for the region
- Supported the adoption of the Microblogging MD App to improve connections between specialists and primary care providers; including developing unique case uses for groups; for example, palliative care communications between home health nurses, social workers, physicians, and community paramedics; family practice groups to communicate around patient handover; and surgical departments weekend OR scheduling
- MicrobloggingMD is being used by a variety of practitioners, including GPs, SPs, nurses, and allied health providers
- Key reported uses for MBMD system are:
  - messaging for non-urgent advice from SPs
  - consulting callboard and calling through to specialist
  - sending/receiving photographs
  - x-rays and tracings
  - patient info on who has been admitted/discharged
- Increased opportunities for patients to access specialist services by video conferencing with eight specialists engaged. Key challenges have been workflows for appointment setting, patient capacity for technology, and the need for in-person exams. New technologies are anticipated within the year to help address some of these challenges
- Developed ED to ICU video links with regular SIMS to increase team’s ability to use this service during critical care
- Developed the first pre-surgical screening telehealth service in BC from KBRH to outlying areas which has now been adopted by the IH Surgical Network

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## PERINATAL MENTAL HEALTH

- The division continued to support regular regional meetings of the Kootenay Boundary Maternal / Child Committee in collaboration with Facilities Engagement. The committee revised its terms of reference to better align with the current membership and focus
- Issues impacting regional maternity care continued to be discussed and addressed collaboratively at the committee. Topics included:
  - Surgical options at each delivery site
  - Sustainability of services in the KB
  - Adoption of interprofessional practice
  - Participation at provincial maternity networks
- Motherwise mental health groups are running in four communities and the committee continues to advocate for ongoing funding and support for community of practice meetings across all teams

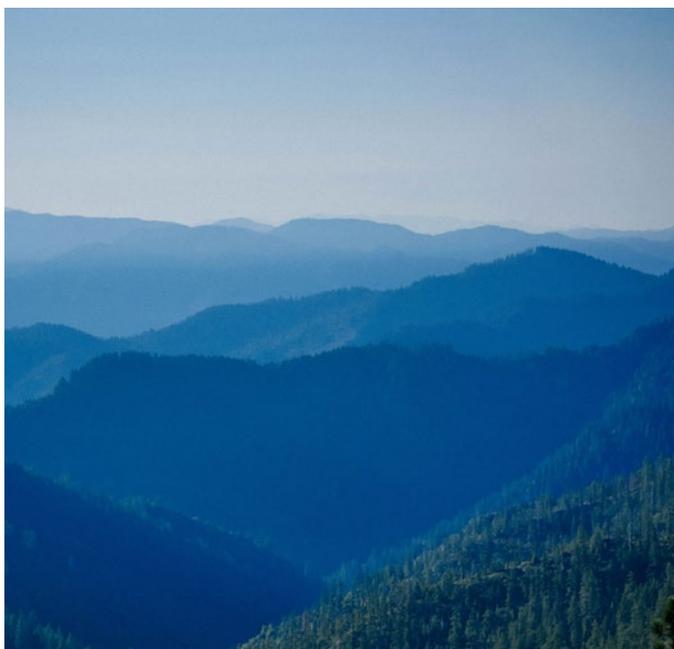
- The committee is submitting a full proposal to Shared Care in fall of 2019 to address obesity for women of reproductive age including care through the perinatal period

### EMR HEALTH INFORMATICS

- This project continues to work toward advancing the clinical utility of EMRs through innovative tools and technologies to support self-reflection, practice improvement, and program evaluation. Project activities included implementing in-clinic sessions to advance EMR utility with a focus on optimization, efficiency, and workflow. Seven clinics to-date have completed a session and this work will continue with the aim of delivering training to all clinics in the KB

### DIGITAL HEALTH INNOVATION HUB

- The division convened a regional collaborative table to coordinate digital health projects across various projects and funders such as Facility Engagement and Shared Care. The high level group will provide direction and advice to ensure no duplication of work and to share experiences about completed project work. The group has agreed to provide oversight to upcoming digital health projects that may be funded through the Ministry of Health such as secondary use of data and Virtual Care proposals
- PCN and Digital Health:
  - The Division Digital Health team supports work that will be critical to the PCN implementation, including QI needs and team reporting
  - The team is working closely with IHIT and IH leadership to streamline processes for new PCN team members and to identify common platforms for sharing resources and data
  - Access to secure data storage for evaluation needs is in development



- Other digital health initiatives:

- The division has partnered with two research projects that are in the process of securing funding:
  - The Personal Health Record project with UBC is in its initial phase and will focus on patient access to their own information through Profile EMR, in addition to ensuring secure communications between providers and patients
  - The Cambian project works to advance the science of patient-centred measurement in team-based care. This study will develop new methods to collect patient-generated data, such as gauging patient experience with care teams and health outcome data as part of team-based care and primary care networks

### PATHWAYS & FETCH

- Pathways continues to be an important tool for KB physicians making referrals to specialists locally and BC-wide, as well as providing a vetted source for hundreds of physician and patient resources
- This year a new community services section was launched and an online, password protected “Referral Tracker” is currently being piloted in White Rock Division. The Referral Tracker has been built to fit into physician workflows and not only provides more dynamic and robust referral tracking but also provides automated appointment reminders to patients. KB Division is exploring taking part in the expansion of this initiative in 2020
- KB Division also continues to support the community services information website for our region — [kb.fetchbc.ca](http://kb.fetchbc.ca)

### LONG TERM CARE INITIATIVE

- This project continues to work toward improving quality of care in residential care in our region
- Robust comparative QI data from all multiple KB sites and across BC forms the basis of many improvement conversations
- Over the four years since this project commenced, significant improvement has been made in indicators relating to the five best practices set out by the GPSC and MoH. Results include significantly reduced ED transfers and admissions, as well as use of antipsychotics and polypharmacy. Improvement in perceived meeting of the five best practices by physicians engaged in residential care has resulted in improved provider experience and team functioning
- Ongoing local and regional meetings engage interdisciplinary participants to address issues and strive towards best practice in residential care; as well as provide opportunities to advance practice in all disciplines through education on broad issues
- Success of the data-based QI framework for the Long Term Care Initiative is being leveraged in the design of the KB PCN

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## OFFICE EFFICIENCY

- A research and analysis initiative led by Physician Lead's and consultant Paul Wiest compared Clinic financial statements as a vehicle to observe opportunities for improving efficiency

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## RECRUITMENT & RETENTION

- Three new GPs recruited and welcomed to the division
- Connected with 21 new GPs interested in practising in Kootenay Boundary, including four almost ready to commit to practices
- Focused on retention by completing 30+ in-person check-ins with new-to-practice members
- Provided assistance to seven GP spouses to make community connections and seek employment
- Generated over 20 matches through the Kootenay Boundary Division's Locum Matching Initiative between clinics and GP Locums. Most of the matches came from locums who were new to Kootenay Boundary and a few are now considering long-term work
- Supported three civic and community groups with recruitment readiness and capacity building
- Welcomed all R1s, assisted R2s with various requests, and hosted third annual R&R family event with Kootenay Boundary Residents

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## PHYSICIAN WELLNESS & CULTURE

- A study of members' stress and burnout levels informed a strategy that led to the organizing of two *Transforming Our Work — Thriving in Medicine* workshops, as well as the *Unplugged for Wellness* series. The series included six dine and learn events with wellness specialists, in addition to two purely social events. Events were hosted across the KB, and very well received
- The committee's next goal is to support initiatives that encourage positive cultural changes leading to better health for physicians

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## OPEN PRACTICE COACHING

- Open Practice Coaching supported 18 coaching clients from April 2018 through March 2019
- This included 14 sessions focused on professional/personal sustainability and practice improvement, two for new to practice, one for retirement planning, and one for clinic team transition planning

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## CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

- Proactive support and advocacy for all KB communities as the new community RCME funds are being implemented
- Responsive and well-rated regional CPD events including the Kootenay Conference, Fabulous Female Physicians CPD Retreat, and all Dine and Learns

- More local events supported, with courses such as STRUC, HOUSE, CBT and EDE

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## SELKIRK PRE MED SCHOLARSHIP

- Since inception, Kootenay Boundary Division members have raised over \$20,000 to support Selkirk Pre-Med program, which is expected to support an overall 15–20 students with their pre-med studies
- 2 students received scholarships for the 2019–20 term at Selkirk

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## RURAL RESIDENCY

- Funding to Residency & ICC Programs to support preceptorship and costs of delivering a distributed rural program
- Four ICC students and eight residents are supported each year
- Since inception, the division has helped support 30+ ICC students and 32+ RRP students

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## PUBLIC HEALTH TALKS

- The division teamed up with Kalein Centre to bring Sickboy podcaster Jeremie Saunders to speak about breaking down the stigma associated with illness and disease

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## QUALITY IMPROVEMENT

- Formal evaluations were completed for the GP/SP consult optimization, physician wellness, and Boundary Proof of Concept patient medical home projects in the last year. Evaluations are ongoing for the telehealth, palliative care, emergency medicine network, and social determinants of health projects
- The QI team is also supporting the Kootenay Boundary Primary Care Network implementation with baseline data collection and formative evaluation. A region-wide patient survey and other key data collection initiatives launched in September 2019
- The QI team conducts ongoing data analysis and QI work to support division operations, including a bi-annual report on division outcomes, annual board self-assessments, analysis of the results of recent check-in meetings with all clinics, and a performance development review process for division contractors
- The QI team represents the division with provincial-level evaluation and data analysis committees who are helping to determine what data is collected from whom, how it is shared, and how we measure primary care delivery provincially. Committees include the Divisions Evaluation Reference Group and the BC Primary Care Patient Survey

# STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31

	2019	2018
<b>Revenue</b>		
BCMA — Infrastructure	\$ 543,373	\$ 514,680
BCMA — Shared Care	524,766	423,590
BCMA — Patient Medical Home	447,587	184,406
BCMA — Incentive	428,650	428,650
Miscellaneous	120,575	74,687
BCMA — Projects	105,105	103,705
Collaborative Partnership — IPSER	69,529	
IHA — Continuing Professional Development	45,900	88,353
RCCBC — Continuing Professional Development	17,894	
Interest	11,050	4,969
IHA — Boundary Health Care Co-operative	4,000	76,985
	<b>2,318,429</b>	<b>1,900,025</b>
<b>Expenses</b>		
Administration	54,440	44,544
Board members	252,232	189,702
Facilities and supplies	31,614	15,845
Management	742,317	643,618
Members and physicians	667,193	647,490
Project costs	580,664	353,857
	<b>2,328,460</b>	<b>1,895,056</b>
<b>(Deficiency) excess of revenues over expenses for the year</b>	<b>(10,031)</b>	<b>4,696</b>
<b>Unrestricted net assets, beginning of year</b>	<b>10,031</b>	<b>5,062</b>
<b>Unrestricted net assets, end of year</b>	<b>\$ —</b>	<b>\$ 10,031</b>

## ACKNOWLEDGEMENT

The Kootenay Boundary Division of Family Practice gratefully acknowledges the funding of the General Practice Services Committee, Shared Care Committee and Innovation Fund as well as the support of the Division of Family Practice provincial office and Shared Care central office. We extend our gratitude for the contributions of our many community partners and community representatives.

### Key Partners:

Association of Registered Nurses of BC	General Practice Services Committee (GPSC)	Doctors Technology Office
BC Ambulance Service	Health Match BC	Provincial Health Services Authority
BC College of Family Physicians	High Acuity Response Team (HART)	Regional Medical Advisory Committee
BC Emergency Health Services	Interior Health	Regional Nurse Educators Group
Boundary All Nations Aboriginal Council	Joint Collaborative Committee (JCC)	Rise Above Pain
Boundary Community Metis Association	Joint Standing Committee on Rural Issues (JSC)	Rural Coordination Centre of BC
Boundary Family Services Society	KALEIN Centre	Selkirk College
Boundary Health Care Cooperative	Kootenay Family Place	Shared Care Committee
Canadian Foundation for Healthcare Improvement	Kootenay Kids	Shuswap North Okanagan Division of Family Practice
Castlegar Hospice	Ktunaxa Nation	South Okanagan Similkameen Division of Family Practice
Central Interior Rural Division of Family Practice	Local Medical Advisory Committees around the region	Specialists Services Committee
Central Okanagan Division of Family Practice	Local Midwives	Thompson Region Division of Family Practice
Circle of Indigenous Nations (CO.I.N.S.)	Ministry of Health	Trail FAIR Society
City of Castlegar physician recruiter	Nelson Hospice	Trail Hospice
College of the Rockies	Nicola Valley Institute of Technology	UBC
Doctors of BC	Okanagan College	UBC Okanagan
East Kootenay Division of Family Practice	Okanagan Nation Alliance	USCC & Doukhobor Communities in Grand Forks & Castlegar
Facilities Engagement	Pain BC	
	Pathways BC	
	Patient Voices Network	
	Physician Quality Improvement	
	Powell River Division of Family Practice	

## Thanks to all those involved in division work in 2018/19

AJ Brekke	Candace Munro	Danuta Ksiazek	Greg Powell	John Falconer	Lee-Ann Laverty	Melissa Cosens	Rebecca Lyttle	Suezie Koury
Alexandria Baxter	Carla Mantie	Darlene Arseneault	Gwen Campbell	John Geistlinger	Leeda Makortoff	Melissa Herr	Rhianna Rimmer	Susan Benzer
Alison Holm	Carol Fazzino	David G Williams	Heather Stefanison	John Matechuk	Liana Bonacci	Michael Scully	Richard Milde	Susan Duncan
Allison Carroll	Carolyn Stark	David Merry	Helen Buchanan	Joseph Savage	Lisa Stone	Michel Hjelkrem	Rob Kobayashi	Suzanne Lee
Anders Merg	Carrie Fitzsimons	David Sookeveiff	Helen Clugston	Judith Louwerse	Lilli Kerby	Michelle Huzz	Rodica Janz	Svetlana Dalla Lana
Andre Piver	Cathy Fleming	Deanna Teichrob	Iain Reid	Judy Ozeroff	Lina Suazo	Michelle Szabo	Ronald Cameron	Tammy Hryczu
Andrew Hughes	Celia Evanson	Devon A. Christie	Idaylia Swanson	Julie George	Linda Rimmer	Mike Robinson	Samantha Segal	Tammy McLean
Andrew Lawe	Chantal Guillemette	Dharma McBride	Jacqueline Malkinson	Julie Northfold	Linda Sawchenko	Mike Slatnik	Sandra Cooke	Tandi Wilkinson
Angie Chan	Charles Burkholder	Dianne van Rijn	Jacqui Cameron	Julie Woodhouse	Lisa Delorme	Miles Smith	Sandra Owens	Tanya Momtazian
Ann Sears	Chelsea Anchikoski	Donna Beddell	Jacqui Richards	Justyn Lutfy	Lisa Vasil	Mindy Smith	Sandra Scott	Tracey Garvin
Anne Dobson	Cheryl Anderson	Donna Gibbons	James Wiedrick	Karen Heric	Lisa Wiley	Mindy Smith	Sara Mountain	Tracey Grayson
Anne Johnson	Cheryl Whittleton	Donna Wunderlich	Jan Morton	Karina Poznekozof	Llora McTeer	Nancy Bowie	Sarah Taylor	Tracy Mercer
Anne-Marie Baribeau	Chi Zhang	Doreen Nault	Jane Cusden	Kate Forman	Lori Verigin	Nancy Moore	Sarah Tucker	Trevor Aiken
Arlene Woods	Chiara Pretto	Doug Garland	Jane Fisher	Kathleen Newson	Lynn Miller	Nando Salvulo	Scott Mountain	Trevor Janz
Barb Bentley	Chioma Akungabe	Douglas Kingsford	Janet McGillvrey	Kathryn Hale	Mandy Lowery	Natasha Lecerf	Sean Whiting	Trisha Goodman
Barbie Kalmakoff	Chris Cochrane	Elisabeth Sawyer	Jason Giesbrecht	Katie O'Connor	Marcela Rodriguez	Nathan Dalla Lana	Selena Demenoff	Tunde Sonuga
Bart Knudsgaard	Christopher Lyttle	Elizabeth McCoid	Jeanette Boyd	Katrina Smith	Margaret MacIntyre	Nattana Dixon	Seth Bitting	Valerie Kelly
Bbandama Makwati	Cindy Crane	Ellen Smart	Jeff Hussey	Keith Merritt	Marjorie Dunnebacke	Warren	Shawn Bergland	Vicki Bekker
Beth Novokshonoff	Cindy Loukras	Eric Dalla Lana	Jen Dressler	Kevin McKechnie	Mark Szyrakuruk	Nicole Antoneshyn	Sheena Albrecht	Victoria Hillebrande
Bethany McMullen	Colleen Urbanoski	Erin Fazzino	Jennifer Cochran	Kim Irving	Martha Wilson	Nikki Graves	Shelina Musaji	Vince Salvo
Bianca Campbell	Corinne Knox	Erin Stavenjord	Jesse Thompson	Krista Chursinoff	Matthew Hermann	Norm Lea	Shelley Moss	Wanda Engel
Bob Lewis	Courtney Shier	Faye Poirier	JJ Verigin	Kristen Edge	Max Liu	Pat Dooley	Shelley Moss	Wanda Hill
Bonnie Edstrom	Curtis Bell	Florent Smit	Joan Conkin	Kyle Merritt	Max Lowther	Patricia Rodriguez	Sheri Grenier	Wendy Hurdle
Brehanna Jones	Cynthia Neil	Geonishka Silverfox	Joan Holmes	Kynan Bazley	Megan Kennedy	Peter Krampfl	Sherry Lilley	Winn Mott
Brent Hobbs	Danielle Campbell	Geoff Coleshill	Jo-Ann Tisserand	Laura Dautel	Megan Taylor	Rainer Ankenbauer	Shiraz Moola	Zak Matieschyn
Brian Woodward	Danielle Snyders	Gilda McGregor	Joel Kailla	Lee MacKay	Meghan Jensen	Ralph Behrens	Stacey Kennedy	Zohra Morgan
						Randy Theissen	Stephanie Cameron	

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

[www.kbdivision.org](http://www.kbdivision.org)