

ANNUAL REPORT

2013–14



North Shore
Division of Family Practice
A GPSC initiative



VISION

Optimize the health of the North Shore population

MISSION

- Promote the centrality of primary care
- Develop and support excellent primary care
- Improve the well-being of family physicians

OBJECTIVES

1. Enhance the voice and influence of family physicians
2. Improve collaboration and integration between family physicians and key stakeholders
3. Build a strong family physician community on the North Shore
4. Improve the organization's structures and functions

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REPORT FROM THE CHAIR

The North Shore Division of Family Practice has had another busy and effective year in bringing primary care back to the centre of the health care system. We know that individual health — and the system itself — are best served when primary care is strong and fully integrated.

Our Division membership continues to grow. We now have 190 physician members and are delighted that this comprises essentially all North Shore FPs. Several months ago we welcomed eight residents to the Division. Through their tenure in the inaugural Coastal Family Practice Residency, these residents will make a significant contribution to the North Shore.

Over this past year, our members participated in a wide range of activities: board meetings, social events, working groups, focus groups, surveys, clinical initiatives, projects, and educational meetings. We are pleased to have so many great contributors and look forward to welcoming still more physicians into the work of improving primary care and the experience of family physicians.

Meeting the needs of our GP members remains a top priority. We accomplish this through our Supporting Ourselves Working Group and offerings like CME On the Run, CPR updates, billing optimization evenings, and our stellar holiday party.

Our Mental Health/Addictions Working Group, IT Working Group and various GP-Specialist initiatives have achieved clinical improvements. Additionally, our Health Connection Clinic now provides team-based primary care to vulnerable people with medical, mental health, and/or socio-economic challenges.

The past year was also busy with the assessment and proposal stage of our work within the province-wide A GP for Me initiative, also known as the attachment initiative. Our members provided critical data to ensure our plans to serve and strengthen the needs of unattached or poorly attached individuals will reflect interests specific to the North Shore.

The Division is strengthened by its health care partnerships. We are grateful to Coastal Community of Care, Vancouver Coastal, General Practice Services Committee (GPSC), Doctors of BC, Practice Support Program (PSP), Physician Information Technology Organization (PITO), Shared Care/Transitions in Care, other divisions, Lions Gate Hospital (LGH), BC Children's Hospital, nurse practitioners, specialist colleagues, the Physician Data Collaborative, Integrated Primary and Community Care, plus a host of practitioners and support people from many disciplines.

Fundamentally, the NS Division is about the people who forward the Division's mission.

We are grateful to Margaret English and Katharine Knowles for their historic work. We are excited to have Marnie Goldenberg as our interim Executive Director, Rachel Leigh as our Member Services and Administrative Coordinator, and to welcome our newest staff member Abigail Cameron as our Projects Lead. Our new staff team brings insight, energy, and focus to our work.

Thank you to Claire Doherty, Greg Dines, Brian Evoy, and Dewey Evans for their efforts relating to A GP for Me. A special thank you to Bethina Abrahams, our Shared Care coordinator, and to Joanne Wall, our accountant, who offered support beyond the call of duty during our staffing transition period.

I also want to thank our Health Authority partners who work closely with us. Wendy Hansson, Sandra Edelman, Laurie Leith, Carole Gillam, Carol Park, and most recently Mike Nader, Coastal's new COO - they bring an ethos of collaboration to all that they do with us.

I am honoured to be part of a hardworking and



devoted board of directors. Juanita Anderson, Christine Florakas, Geneviève Lauzon, Francis Vala, Amy Weber, and Annette McCall have served with vision and great effect. Finally, Lisa Gaede, who has also served on the Board since 2009, handily took the reins as Chair of the Board in June 2014. Lisa will undoubtedly help our Division move to the next level in the years ahead.

To all Division members: thank you for your support, and for the outstanding clinical work you do each day. It's been a privilege to serve as your Chair for the past few years, and to see the Division grow in vision and impact. I strongly encourage each of you to support our collaboration. Together, with primary care as the focus, we can transform healthcare.

Dean Brown, MD
Past Chair, North Shore Division
of Family Practice

As the new Chair of the Division (as of June 2014), I want to echo the gratitude that Dean has expressed to all the people who have supported our work.

Many of them are recognized above and many will be highlighted in details below. Thank you to all members who have participated on committees and working groups throughout this last year and to members who have responded to survey requests and attended member engagement events. I would like to encourage members who have not yet been involved with the Division to participate in an area that interests you.

A huge thanks goes to our founding Chair Dr. Dean Brown. His tireless efforts on behalf of the Division have brought us to where we are today. Thank you Dr. Brown!

Lisa Gaede, MD
Chair, North Shore Division of Family Practice

DIVISION ACTIVITIES



COLLABORATIVE SERVICES COMMITTEE

The North Shore Division, Coastal Health, BCMA, GPSC, and Ministry of Health together comprise the North Shore Collaborative Services Committee (CSC), the main forum for addressing system issues and changing primary care.

AIMS

- Co-determine community health priorities and co-design solutions
- Improve patient care and system efficiencies within sphere of influence
- Support an innovative approach to population health
- Enhance Division-Coastal working relationships

ACCOMPLISHMENTS

- Most of our clinically-oriented work is discussed and vetted at this table
- Enhanced working relationships among the stakeholders
- GPs now have a 'voice at the table'

MEMBERS

Division: Drs. Lisa Gaede, Dean Brown, Geneviève Lauzon

Division Staff: Margaret English

Provincial Division office: Afsaneh Moradi, Physician Engagement Lead

Coastal Health: Wendy Hansson, COO; Mike Nader, COO (Since June 2014); Laurie Leith, Director of Community Health; Carole Gillam, ED Primary Care; and Sandra Edleman, Manager of Chronic Disease

BCMA/GPSC/MoH: Dr. Garey Mazowita

INTERDIVISIONAL REGIONAL COUNCIL

All Divisions in Vancouver Coastal Health send representatives who meet quarterly with VCH leaders to address regional health issues.

WORKING GROUPS

The following describes the aims, accomplishments, and membership of the various North Shore Division working or discussion groups. Most involve collaboration with other stakeholders, e.g., Coastal, GPSC, specialists, etc., while some include Division members only. These groups are a mainstay of Division activity.

HIGH NEEDS/ UNATTACHED PATIENTS

AIMS

- Define the North Shore (NS) high needs/unattached population
- Meet the needs of these patients by providing care outside of ER for patients without a GP through a multi-disciplinary team approach
- Attach patients to primary care provider where possible
- Improve the patient and provider experience through a sustainable system

ACCOMPLISHMENTS

- Health Connection Clinic launched July 2, 2013 — a high-needs, multidisciplinary clinic with outreach services; providing primary care to complex/ high-needs patients
- Defined NS high-needs/unattached population: 3,000 to 4,000 frequently using LGH ER and acute care services
- Developed online and laminated one-stop resource list noting key community and health care services
- Developed and launched Health Connection iPhone App (scalable across BC); includes practitioners and connecting resources
- Launch of www.healthconnectbc.ca website
- Provided ongoing evaluation of the performance and success of the Health Connections Clinic

- Decreased clients' emergency department visits, hospital admissions, average length of stay in hospital, and percentage of alternative level of care days

MEMBERS

Division: Drs. Francis Vala (Chair), Dean Brown

Division Staff: Margaret English

Vancouver Coastal Health: Sandra Edelman, Chronic Disease Manager; Ann Sarte, Team Leader, Chronic Disease Management



WORKING GROUPS CONT'D

MENTAL HEALTH AND ADDICTIONS (MHA)

AIMS

- Improve access to MHA patient care and information
- Improve the consult process and decrease wait time for patients needing speciality care
- Appropriate use of psychiatrist and family physician expertise
- Work towards a cleaner, clearer communication process for physicians and patients
- Improve the patient and provider experience through a sustainable system

ACCOMPLISHMENTS

- Ongoing one-time consult services with Dr. Chinedu Iro
- Explored Shared Care funding related to child and youth mental health and the referral processes between family physicians and psychiatry
- Devised a one-page referral form to simplify the referral process for child and youth mental health, in partnership with Dave McQuarrie, Team Leader, Youth Mental Health Services, Ministry of Children and Family Development

MEMBERS

Division: Drs. Geneviève Lauzon (Chair), Dean Brown, Aileen Moric

Division Staff: Margaret English

Psychiatrist: Drs. Lance Patrick, Chindeo Iro, Betty Tang, Steve Mathias

Vancouver Coastal Health: Elizabeth Stanger, Director of MHA; Ira Roness, Manager of MHA; Susan Thack, Tanis Evans

SUPPORTING OURSELVES

AIMS

- Improve physician job satisfaction and health/well-being
- Facilitate collegiality among NS family physicians
- Promote education for Division members
- Improve the provider experience through a sustainable system
- Enhance short and long-term physician recruitment and retention

ACCOMPLISHMENTS

- Presented billing talk to over 100 physicians and MOAs to enhance use of new billing codes
- Supported CPR retraining and certification and CME on the Run
- Supported physician access to www.locums.ca
- Supported preferred purchase programs for office and medical supplies
- Held holiday cocktail party
- Supported opportunities for physician feedback and engagement

MEMBERS

Drs. Juanita Anderson (Chair), Dean Brown, Christine Florakas, Amy Weber, Barbara Hejdankova, Ken Satake

Division Staff: Margaret English

GP/SPECIALIST RELATIONS AND SHARED CARE

AIMS

- Cleaner, clearer communication and consult process with a reduced wait time for patients needing speciality care
- Improve communication/ collaboration among GPs and specialists
- Improve the patient and provider experience and ensure a sustainable system
- Expand the referral acknowledgement process to other specialists

ACCOMPLISHMENTS

- Applied for and received funding for ongoing support of the GP/ortho project, with the goal of building on the existing process.
- Applied for and received funding for a GP/ hospitalist project with goals of enhancing communication around patients transitioning in and out of Lions Gate hospital.
- Worked with Radiology to provide wait time estimates at North Shore Medical Imaging
- Explored the potential use of teledermatology
- Explored the potential for better coordination of care for patients with breast cancer

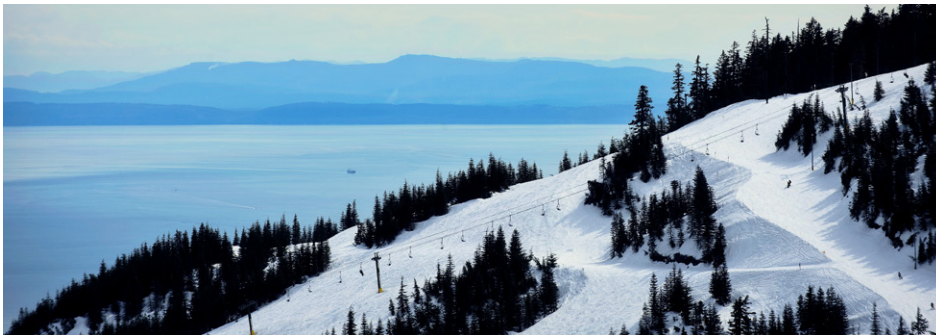
- Maintain a list of specialists, accessible via www.divisionbc.ca/northshore/resources and DeanBrown.ca

MEMBERS

Drs. Lisa Gaede (Chair), Ruth Campling, Raymond Chaboyer, Peter Richards; Bethina Abrahams, Initiatives Lead, Shared Care

Division Staff: Stephanie Wood, Katherine Knowles

- **GP/Psychiatry: Division:** Drs. Geneviève Lauzon, Dean Brown, Aileen Moric; **Division staff:** Margaret English; **Psychiatrist:** Dr. Chinedu Iro; **Coastal Health:** Susan Thack, VCH, North Shore Adult Community Mental
- **GP/ Hospitalist:** Drs. Ed Kroll, Ruth Campling, Andrea Byman, Mike O'Neil, Joanne Larsen, Peter Richards
- **GP/Orthopedics: Division:** Drs. Lisa Gaede, Ruth Campling; **Division Staff:** Margaret English, **Orthopedic surgeons:** Drs. Alan Baggoo, Victor Jando, and Paul Thompson, **Support:** Tara Muncey
- **GP/Oncology: Division:** Drs. Dean Brown, Amy Weber; **Division Staff:** Margaret English; **Oncologists:** Drs. Purneet Bains, Sasha Smiljanic; **Coastal Health:** Laurie Leith, Director Community Health; Susan Scrivens, Director, Regional Surgical Executive Council



WORKING GROUPS CONT'D

INFORMATION TECHNOLOGY

AIMS

- Assist members in adoption of EMRs
- Work with PITO to provide resources for optimizing EMRs
- Enhance communication with specialist colleagues; support e-referral processes
- Enhance communication with the Health Authority; encourage timely transfer of information from hospital to members

ACCOMPLISHMENTS

- Supported Intrahealth, Oscar, and Wolf User Groups.
- Supported formation the North Shore Multi-Vendor Community of Practice; working with PITO to secure direct funding to Divisions to support local IT projects
- IT Dine and Learn February 2014
- Worked with PSP-TG to promote Clinical Value Assessments and Post Implementation funding.
- Identified local peer mentors

MEMBERS

Division: Drs. Krystine Sambor (Chair), Chair, Dean Brown, Dianne Barnett, Bryce Kelpin, and Peter Richards



DINE AND LEARN

AIMS

- Provide family physicians with educational opportunities about their role within the system and the health system's role within their practices
- Provide family physicians and Vancouver Coastal Health Authority with opportunities to engage in dialogue about health care system changes
- Enhance sense of community among NS physicians
- Improve the patient and provider experience through a sustainable system

ACCOMPLISHMENTS

- Events held: Asthma, COPD, and Sleep Apnea (May 2013), Orthopedics (June 2013), New teaching opportunities on the North Shore (Oct 2013), Maternal health (Nov 2013), Endoscopy (Jan 2014)
- Enhanced relationships among GPs, specialists, and Health Authority and opportunities for dialogue to support collaborative system changes

MEMBERS

Drs. Lisa Gaede (Chair), Dean Brown, Juanita Anderson, Geneviève Lauzon

Division Staff: Margaret English

HEALTHY COMMUNITIES

MISSION

To improve the health of the North Shore community and to optimize the social determinants of health

AIMS

- Relationship-building with key stakeholders on the North Shore including municipal government leaders, school boards, First Nations health leaders, and public health
- Public education and advocacy toward building healthy communities
- Advocacy for improving social determinants of health including housing and food security

ACCOMPLISHMENTS

- Presentation of the concept/mission of the Division of Family Practice to the District of North Vancouver (DNV) and District of West Vancouver (DWV)
- Family physician feedback provided to CNV re: using a health lens to review the Official Community Plan
- Organize and hold the NS Division of Family Practice *Walk with Your Doc* event
- Presentation to Edgemont Roll & Stroll

MEMBERS

Division: Drs. Amy Weber (Chair), Dean Brown, Francis Vala

Division Staff: Margaret English

Coastal Health: Drs. Brian O'Connor (until January 2014) and Mark Lysyshyn (since February 2014), Medical Health Officers



PUBLIC EDUCATION

AIMS

- Provide reliable and scientific health information to the public free of charge, to raise awareness regarding a variety of health issues on the North Shore
- Create an opportunity for the public to ask questions and discuss concerns as a group in a time-permissive environment
- Create an opportunity to identify topics of interest to the public

ACCOMPLISHMENTS

- Successful public presentations by GPs on the North Shore

MEMBERS

Drs. Francis Vala, Geneviève Lauzon, and Jonathon Hislop

WORKING GROUPS CONT'D

INTEGRATED PRACTICE SUPPORT INITIATIVE (IPSI)

Note: This initiative concluded March 31, 2014

ACCOMPLISHMENTS

- Developed a model for delivery of enhanced services to family physicians
- Established collaboration and framework between the Division of Family Practice and the Practice Support Program - Technology Group (PSP-TG)
- Explored needs, issues, and opportunities that could benefit from collaboration and implemented appropriate joint initiatives
- Supported the development of the Health Connection Clinic
- Developed a complexity scoring tool, intake criteria and a triaging system for patients of the Health Connection Clinic
- Evaluated and selected an EMR to support the Health Connection Clinic and Outreach program
- Developed orthopedic referral and acknowledgement processes and related forms, and embedded them in EMRs
- Educated and supported family physicians, orthopedic specialists, and their office staff on the new referral process

MEMBERS

Division: Dr. Dean Brown

Division Staff: Margaret English

Shared Care: Bethina Abrahams

PITO: Stan Shaw, Costa Gavaris

PSP: Jo Kontogiannis, Swati Thakkar

A GP FOR ME STEERING COMMITTEE

ACCOMPLISHMENTS

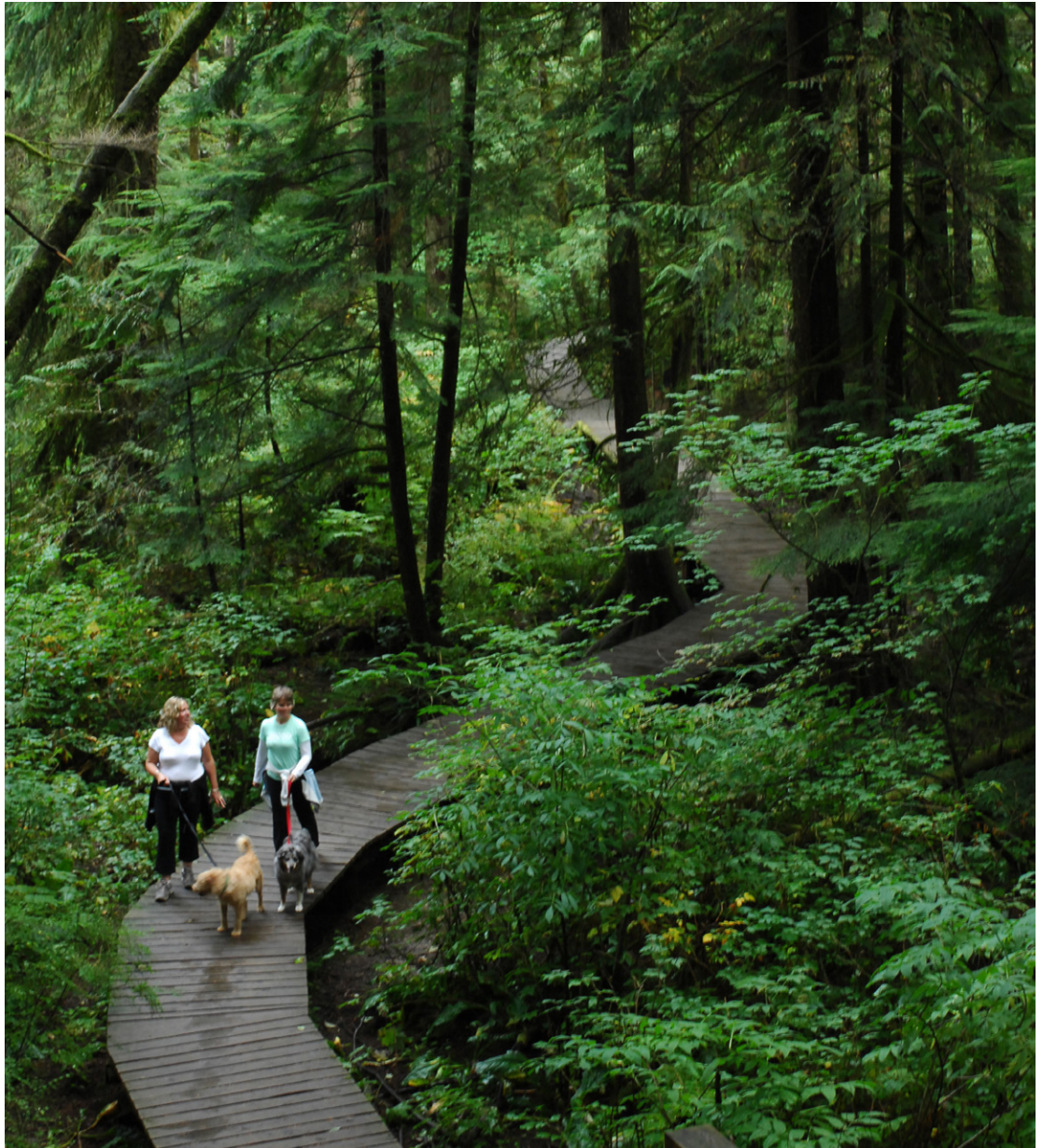
- Proposal for the Assessment and Planning Phase was written, submitted, and approved.
- Conducted a member survey that measured awareness of A GP for Me and asked about capacity to attach new patients.
- Held a member event to raise awareness about A GP for Me, including new billing codes.
- Drafted a Community Practice Profile Survey for physicians and medical office assistants (MOAs)

MEMBERS

Division: Drs. Annette McCall (Chair), Dean Brown, Christine Florakas, Amy Weber

Doctors of BC: Afsaneh Moradi, Physician Engagement Leader

Consultants: Dewey Evans, Brian Evoy, Greg Dines, Claire Doherty



STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Year Ended March 31, 2014

REVENUES	2014 (in \$)	2013 (in \$)
Government funding	744,378	405,659
Interest	8,984	4,710
GST/HST rebate	7,739	10,648
	761,101	421,017

EXPENSES		
Administration	534,752	308,476
Programs	69,942	0
Member engagement	56,055	40,304
Professional fees	22,763	16,968
Office	21,083	7,466
Physicians Data Collaborative	16,067	10,500
GST/HST	15,478	19,717
	736,140	403,431

EXCESS OF REVENUES OVER EXPENSES FOR YEAR	24,961	17,586
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STATEMENT OF CHANGES IN NET ASSETS

	Unrestricted	Invested in Capital Assets	2014 (in \$)	2013 (in \$)
Balance, Beginning of Year	32,512	2,250	34,762	18,431
Excess of Revenues over Expenses	24,961	0	24,961	17,586
Additions to Capital Assets	(8,238)	8,238	0	0
Amortization of Capital Assets	0	(2,414)	(2,414)	(1,255)
BALANCE, END OF YEAR	49,235	8,074	57,309	34,762

STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2014

ASSETS	2014 (in \$)	2013 (in \$)
Current		
Cash	748,863	376,508
Amounts receivable	48,192	119,883
Prepaid expenses	4,809	6,535
	801,864	502,926
Capital Assets	8,074	2,250
	809,938	505,176

LIABILITIES

Current		
Accounts payable and accrued liabilities	92,177	37,281
Wages payable	4,147	0
Amount due to Doctors of BC/BCMA	75,614	53,867
Deferred revenue	580,691	379,266
	752,629	470,414

NET ASSETS

Unrestricted Net Assets	49,235	32,512
Invested in Capital Assets	8,074	2,250
	57,309	34,762
	809,938	505,176

BOARD OF DIRECTORS

Until June 2014

Dr. Dean Brown – Chair
Dr. Lisa Gaede – Co- Vice Chair
Dr. Christine Florakas – Treasurer
Dr. Amy Weber – Co-Vice Chair & Secretary
Dr. Juanita Anderson – Director
Dr. Geneviève Lauzon – Director
Dr. Annette McCall – Director
Dr. Francis Vala – Director

As of June 2014

Dr. Lisa Gaede – Chair
Dr. Amy Weber – Vice-Chair
Dr. Dean Brown – Past-Chair
Dr. Christine Florakas – Treasurer
Dr. Juanita Anderson – Director
Dr. Geneviève Lauzon – Director
Dr. Annette McCall – Director
Dr. Francis Vala – Director

NORTH SHORE DIVISION OF FAMILY PRACTICE

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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.divisionsbc.ca/northshore