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# ANNUAL REPORT 2014–15



A nighttime photograph of a pier extending into a body of water. The pier is illuminated by warm yellow lights, and its reflection is visible in the water. In the background, a city skyline with numerous lit-up buildings is visible across the water. The sky is dark blue.

## 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

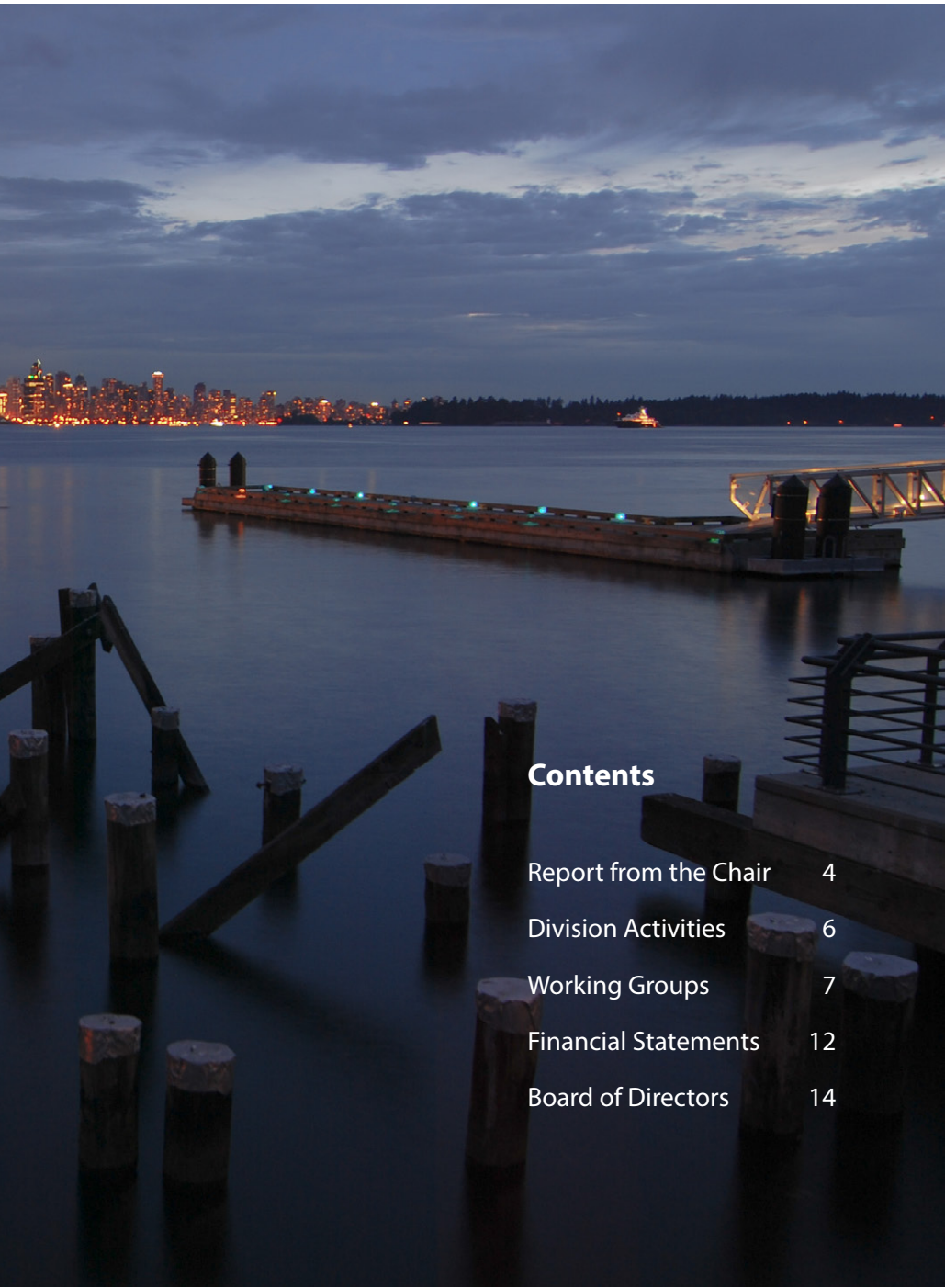
## Objectives

Enhance the voice and  
influence of family physicians

Improve collaboration  
and integration between  
family physicians

Build a strong family physician  
community on the North Shore

Improve the organization's  
structures and functions



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# Report from the Chair



Dr. Lisa Gaede, Chair

The North Shore Division of Family Practice has had a year of tremendous growth and change. During this last year, our A GP for Me proposal was accepted by the GPSC (General Practice Services Committee). The work we are doing within this provincial initiative has created a tremendous amount of activity for our organization. We have worked hard to create a solid foundation so that we can integrate our many projects to ensure success and sustainability.

The strength of the Division lies in our ability to bring together family physicians on the North Shore. We now have a way to network with each other again and we have funds to support members to attend meetings and have their voices heard. We have been able to collaborate with Vancouver Coastal Health Authority to help create the HealthConnection Clinic for high-needs unattached patients in our community and to develop a mental health consultation service. We have been able to collaborate with our orthopedic surgeons to develop a centralized referral service, which has reduced wait times for patients and made the referral process easier. Collaboration with others – the Health Authority, other divisions, our specialist colleagues – has been integral to our success.

Our vision is to optimize health on the North Shore. To do this, primary care must be central in our health care system. We look for ways to strengthen this. We also need to have supported and healthy family physicians in our community. Some of the ways we are supporting our members include putting together a list of locums, working to attract new physicians to the North Shore, providing educational and billing events and our wonderful Christmas party. We also offer the opportunity to get involved in our many projects which is a great way to meet colleagues and to be a part of meaningful change.

The Division is really about the people and I have many to thank. First of all I want to thank my colleagues on the Board of Directors who are all inspiring and are so dedicated to improving care on the North Shore. I want to recognize the members of the Executive Committee: Drs. Dean Brown, Christine Florakas and Amy Weber who all gave tirelessly of their time throughout this year. Many, many hours were put into managing the organization through a time of growth and change. I also want to thank the other members of Board of Directors: Drs. Juanita Anderson, Annette McCall, Bella Hughan and Ruth Campling, who have also given much of their time and energy to ensuring the Division is well managed and successful in achieving our goals. Drs. Francis Vala and Genevieve Lauzon were also Board members up until our last AGM in October of 2014 and they gave much of their time and effort.

I also want to thank the many staff that we have had over this last year. Thanks to Ms. Marnie Goldenberg, our Interim Executive Director, and Ms. Jaye Routledge, who joined us as Executive Director in January, for their leadership. Thank you Ms. Claudia Frowein, our new Lead, Strategic Initiatives. Thank you to our three Project

*Our vision is to optimize health on the North Shore. To do this, primary care must be central in our health care system.*



Leads: Ms. Abigail Cameron, Ms. Chisato Ito (also part of our A GP for Me working group) and Ms. Claire Doherty (also part of A GP for Me working group). Thanks to Dr. Brian Evoy, Mr. Greg Dines, Dr. Dewey Evans, Ms. Laurie Leith, Ms. Sandra Edelman and Drs. Annette McCall, Dean Brown, Amy Weber and Christine Florakas for their work on creating and submitting the A GP for Me proposal. Thanks to Ms. Rachel Leigh for the administrative support she provided for part of the year. Thank you to Ms. Joanne Wall who has provided amazing support in managing our bookkeeping and finances. Thank you to Mr. Gordon Holley for your advice and support in improving our financial management systems. Thank you to Ms. Bethina Abrahams who has provided support of our Shared Care projects. All of you have been part of growing the Division and I thank you for your time and commitment.

I also want to thank Mr. Mike Nader, who has been the Co-Chair of the Collaborative Services Committee and Afsaneh Moradi, our Physician Engagement Lead. Within this report you will see the names of many members who have been involved in different activities and I want to thank all of you as well. I want to recognize those

physicians who currently Chair committees or working groups for the Division, or did so over the last year. These include Drs. Dean Brown, Genevieve Lauzon, Francis Vala, Ruth Campling, Ed Kroll, Krystine Sambor, Juanita Anderson, Annette McCall, Bella Hughan, Joanne Larson, Christine Florakas and Amy Weber. For those of you who have not yet become involved with the Division, I would encourage you to do so. We are better together!

I thank you for my year as Chair of the Division, it has been a wonderful opportunity to meet and engage with others interested in ensuring we optimize health on the North Shore. It has been an honor to represent you. I believe that as family doctors we see the challenges that face our patients every day and we are uniquely positioned to improve their health care. We also need to ensure we are supported to provide the best care possible. I thank the Board, the members and the staff for your support through the year.

Respectfully,

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

# Division Activities

## Collaborative Services Committee

The North Shore Division, Vancouver Coastal Health (VCH), Doctors of BC, GPSC and Ministry of Health together comprise the North Shore Collaborative Services Committee (CSC), the main forum for addressing system issues and influencing 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-VCH 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

**Division Staff:** Marnie Goldenberg, Jaye Routledge, Chisato Ito

**Provincial Division office:** Afsaneh Moradi

**Vancouver Coastal Health:** Mike Nader, Laurie Leith, Carol Park, Sandra Edelman, Deborah Lorimer

**GPSC:** Dr. Garey Mazowita

## Interdivisional Collaborative Services Committee

All Divisions in the Vancouver Coastal Health region send representatives who meet bi-monthly with VCH leaders to address regional health issues. The Board Chair and Executive Director attend.



# Working Groups

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

## High Needs Patients

### Aims

- Identify and address the needs of vulnerable clients, particularly those who have high medical and psychosocial needs
- Identify and address gaps in access to information on resources
- Identify and address gaps in access to appropriate care, including a multi-disciplinary team approach
- Attach patients to primary care provider where possible

### Accomplishments

- Managed the ongoing operations of the HealthConnection Clinic in its second year of operations
- Developed a partnership with Hollyburn Family Services for a social worker to be part of the Clinic team
- Collaborated with Mental Health to have a psychiatry resident at the Clinic
- Explored potential collaboration with Basics for Health Society to source volunteer support for the Clinic
- Launched HealthConnection iPhone App and [www.healthconnectbc.ca](http://www.healthconnectbc.ca) website
- Provided ongoing evaluation of the performance and success of the HealthConnection Clinic
- Decreased clients'
  - Hospital admissions
  - Average length of stay in hospital
  - Percentage of alternative level of care days

### Members

**Division:** Drs. Dean Brown (Chair), Kaitlin Graham

**Division Staff:** Abigail Cameron

**Vancouver Coastal Health:** Sandra Edelman, Ann Sarte

## 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

- Provided ongoing support to the delivery of the Psychiatric Consultation Clinic
- Identified Mental Health as target population for our A GP for Me Implementation Proposal
- Psychiatrist list developed for private, community, and acute, with sub-specialties in HealthConnection app
- Explored the implementation of the Child and Youth Mental Health & Substance Use Collaborative with various community stakeholders

## Working Groups cont'd

### Members

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

**Division Staff:** Abigail Cameron

**Vancouver Coastal Health:**  
Dr. Lance Patrick, Elizabeth Stanger

### GP/Specialist Relations

#### Aims

- Improve communication/ collaboration among GPs and specialists
- Improve the patient and provider experience and ensure a sustainable system

#### Accomplishments

- Listing of local specialists provided on the Division website and on HealthConnection iPhone app
- Collaborated with community psychiatrists to identify sub-specialties and wait times
- Engaged with local dermatologists to explore the Teledermatology consult service
- Developed and delivered a welcome package for new specialists
- Explored potential Pathways implementation on the North Shore
- Gathered data on how family physicians prefer to manage referral processes
- Met with gastroenterologists to discuss long wait times
- Provided a forum for sharing information about Shared Care projects, e.g. GP/Ortho, GP/Hospitalist and Mental Health

### Members

**Division:** Drs. Lisa Gaede (Chair), Ruth Campling, Raymond Chaboyer, Peter Richards

**Division Staff:** Abigail Cameron

**Shared Care:** Bethina Abrahams

### GP/Psychiatry

#### 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

#### Accomplishments

- Provided ongoing support to the delivery of the Psychiatric Consultation Clinic

### Members

**Division:** Drs. Dean Brown, Genevieve Lauzon, Aileen Moric

**Division Staff:** Abigail Cameron

**Vancouver Coastal Health:**  
Dr. Chinedu Iro, Ira Roness, Susan Thack

**Shared Care:** Bethina Abrahams

### GP/Orthopedics

#### Aims

- Improve communication/collaboration among GPs and orthopedic surgeons
- Improve the patient and provider experience and ensure a sustainable system



### Accomplishments

- Continued to develop and implement the centralized referral process for patients, a referral acknowledgement process and a telephone advice line
- Explored potential to spread to Sunshine Coast
- Shared key learnings with Fraser Northwest Division to support their implementation of a centralized referral process

### Members

**Division:** Drs. Lisa Gaede (Co-Chair), Ruth Campling

**Division Staff:** Abigail Cameron

**Specialists:** Drs. Alan Baggoo (Co-Chair), Victor Jando, Paul Thompson; Tara Muncey, Project Coordinator

**Shared Care:** Bethina Abrahams

### GP/Hospitalist

#### Aims

- Improve communication/collaboration among community and acute physicians
- Improve the patient and provider experience and ensure a sustainable system

#### Accomplishments

- Identified priority areas for improvement
- Developed and tested a fax notification of admission at Lions Gate Hospital (LGH)
- Explored the potential of e-notification for the North Shore
- Hosted an evening to engage community and acute physicians in the priority areas
- Explored potential collaboration with the Medical Orders of Scope of Treatment initiative at LGH/VCH and Medication Reconciliation with LGH Pharmacists
- Identified and developed ways to facilitate effective physician-to-physician communications

### Members

**Division:** Drs. Ruth Campling (Co-Chair), Joanne Larsen, Peter Richards

**Division Staff:** Abigail Cameron

**Hospitalists:** Dr. Ed Kroll (Co-Chair), Andrea Byman, Mike O'Neil

**Vancouver Coastal Health:** Roya Hessami

**Shared Care:** Bethina Abrahams

### Information Technology (IT)

#### Aims

- Assist members in adoption of electronic medical records (EMRs)
- Work with the Practice Support Program (PSP) to provide resources for optimizing EMRs
- Enhance communication with specialist colleagues, support e-referral processes
- Enhance communication with Vancouver Coastal Health, encourage timely transfer of information from hospital to members

#### Accomplishments

- Presented billing talk to enhance use of new billing codes
- CPR retraining and certification
- Partnership with UBC Continuing Professional Development
- *CME on the Run* availability at Lions Gate Hospital
- Held social gatherings, including the holiday cocktail party
- Enhanced sense of community for the North Shore physicians

### Members

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

**Division Staff:** Claire Doherty

## Working Groups cont'd

### Supporting Ourselves

#### Aims

- Improve physician job satisfaction and health/well-being
- Facilitate collegiality among the North Shore family physicians
- Improve the provider experience through a sustainable system
- Enhance short and long-term physician recruitment and retention

#### Accomplishments

- Presented billing talk to enhance use of new billing codes
- CPR retraining and certification
- Partnership with UBC Continuing Professional Development
- CME on the Run availability at Lions Gate Hospital
- Held social gatherings, including the holiday cocktail party
- Enhanced sense of community for the North Shore physicians

#### Members

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

**Division Staff:** Rachel Leigh, Chisato Ito

### 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 with opportunities to engage in dialogue about health care system changes
- Enhance sense of community among the North Shore physicians
- Improve the patient and provider experience through a sustainable system

#### Accomplishments

- In the 2014/15 fiscal year, events were held on the topics of adult mental health and Home Health & Residential Care services
- Turnout of 30–55 family doctors with the goal of four events per year
- Dialogue at events has led to collaborative efforts in making health care system changes
- Enhanced relationships between GPs, specialists and Vancouver Coastal Health
- Increased sense of community among the North Shore GPs

#### Members

**Division:** Drs. Lisa Gaede (Chair), Dean Brown, Juanita Anderson, Genevieve Lauzon

**Division Staff:** Rachel Leigh, Chisato Ito

## Healthy Communities

*(Please note: The committee concluded in February 2015; however, the aims continue to be addressed in other Division initiatives)*

### 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

- Provided letter of support to the North Shore Safety Council

### Members

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

### Vancouver Coastal Health:

Dr. Mark Lysyshyn

## A GP for Me

### Aims

- Enable patients who want a family doctor to find one
- Increase the capacity of the primary health care system
- Confirm and strengthen the continuous doctor-patient relationship, including better support for the needs of vulnerable patients

## Accomplishments

- Surveyed physicians and medical office assistants
- Developed community and practice profile for North Shore using diverse data sources
- Consulted with community stakeholders, Vancouver Coastal Health representatives and Division members
- Wrote implementation proposal with four key strategies:
  1. Increasing capacity in family practice offices
  2. Improving care for individuals with mental health and addictions, and frail elderly patients
  3. Building on success by enabling expansion of the HealthConnection Clinic
  4. Developing a system to link unattached patients with family physicians
- GPSC approved over \$772,000 to be used by the Division for implementation up to March 31, 2016
- Recruited physician leads and staff for implementation

### Members

**Division:** Drs. Annette McCall, Dean Brown, Christine Florakas, Bella HUGHAN, Genevieve Lauzon, Amy Weber

### Division Staff and Consultants:

Abigail Cameron, Greg Dines, Claire Doherty, Dewey Evans, Brian Evoy, Claudia Frowein, Marnie Goldenberg, Chisato Ito, Jaye Routledge

**Provincial Division office:** Afsaneh Moradi

### Vancouver Coastal Health:

Sandra Edelman, Laurie Leith

# Statement of Operations and Changes in Net Assets

## Statement of Operations

Year Ended March 31

	2015	2014
<b>Revenues</b>		
Government funding	\$ 1,016,861	\$ 744,378
GST rebate	13,742	7,739
Interest	12,531	8,984
Other	16,638	0
	1,059,772	761,101
<b>Expenditures</b>		
Administration	85,407	51,230
Clinical Programs	172,011	69,342
Events	70,688	80,457
Marketing and communication	2,737	9,699
Meetings	13,378	18,509
Personnel	392,945	231,022
Physicians	296,333	275,881
	1,033,499	736,140
<b>EXCESS OF REVENUES OVER EXPENSES FOR YEAR</b>	<b>\$ 26,273</b>	<b>\$ 24,961</b>

## Statement of Changes in Net Assets

Year Ended March 31

	Unrestricted	Invested in Capital Assets	2015	2014
Balance, Beginning of Year	\$ 49,235	\$ 8,074	\$ 57,309	\$ 34,762
Excess of Revenues over Expenses	26,273	0	26,273	24,961
Amortization of Capital Assets	0	(2,422)	(2,422)	(2,414)
<b>BALANCE, END OF YEAR</b>	<b>\$ 75,508</b>	<b>\$ 5,652</b>	<b>\$ 81,160</b>	<b>\$ 57,309</b>



# Statement of Financial Position

## Statement of Financial Position

March 31

	2015	2014
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 1,203,038	\$ 748,863
Amounts receivable	156,935	48,192
Prepaid expenses	6,930	4,809
	1,366,903	801,864
<b>Capital Assets</b>	5,652	8,074
	\$ 1,372,555	\$ 809,938
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 111,955	\$ 92,177
Wages payable	8,073	4,147
Due to Doctors of BC	0	75,614
Deferred revenue	1,171,367	580,691
	1,291,395	752,629
<b>Net Assets</b>		
Unrestricted	75,508	49,235
Invested in Capital Assets	5,652	8,074
	81,160	57,309
	\$ 1,372,555	\$ 809,938

# Board of Directors

*Before, and  
as of October  
2014 unless  
otherwise noted*



**Dr. Lisa Gaede, Chair**



**Dr. Amy Weber,  
Vice-Chair**



**Dr. Dean Brown,  
Past Chair**



**Dr. Christine  
Florakas, Treasurer**



**Dr. Juanita Anderson**



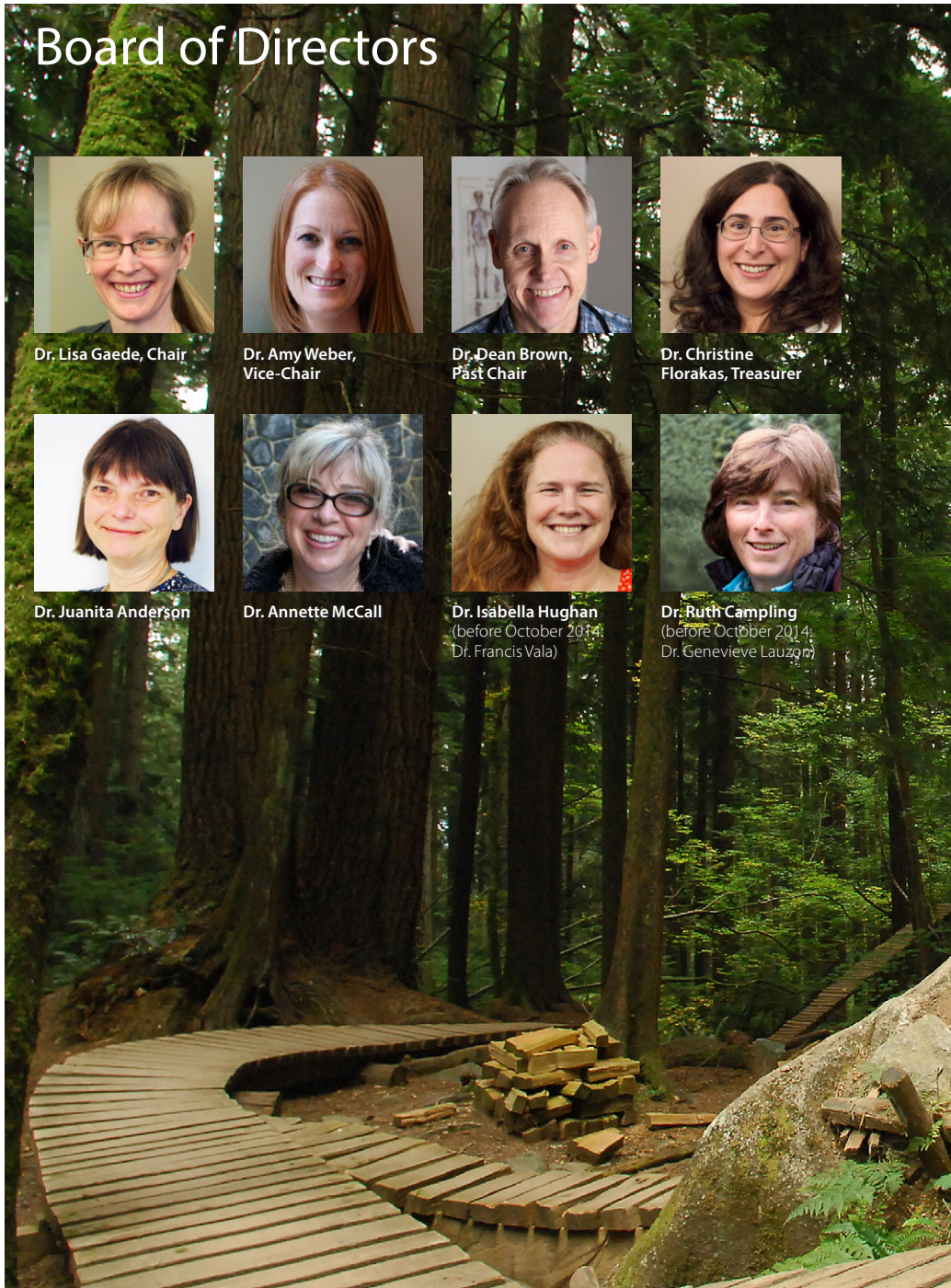
**Dr. Annette McCall**



**Dr. Isabella Hughan**  
(before October 2014:  
Dr. Francis Vala)



**Dr. Ruth Campling**  
(before October 2014:  
Dr. Genevieve Lauzon)







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## **North Shore Division of Family Practice**

Contact information:

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Website: [www.divisionsbc.ca/northshore](http://www.divisionsbc.ca/northshore)

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Chisato Ito



**North Shore**  
**Division of Family Practice**

A GPSC initiative

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](http://www.divisionsbc.ca/northshore)

