



**North Shore**  
**Division of Family Practice**  
An FPSC initiative

**2022 - 2023**

---

# ANNUAL REPORT



# WHO WE ARE

## Land Acknowledgement

We acknowledge that we live, work and play on the unceded ancestral homelands of the Squamish and Tsleil-Waututh Nations. We are grateful to both Nations for the opportunity to learn, engage, and strengthen relations and community on this traditional territory.

---

The North Shore Division of Family Practice (NSDFP) is a local non-profit society that is part of a province-wide initiative designed to improve patient care, increase family physician influence on health care delivery and design, and enhance professional satisfaction for physicians. The North Shore Division has over 270 physician members and is led by a Board of Directors, and works in collaboration with Vancouver Coastal Health (VCH), Doctors of BC (DoBC), BC's Ministry of Health (MoH), and community organizations.



### 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.



### Strategic Objectives

**Member Support:** Create a vibrant family physician community by supporting physicians and their practices and enhancing their influence in healthcare.

**Healthcare Initiatives:** Improve patient care with a focus on priority populations through innovation and collaboration amongst family physicians, and between family physicians and other healthcare providers.

**Primary Care Networks:** Develop integrated, multi-disciplinary, team-based, primary care networks to support family physicians and their patients.



# TABLE OF CONTENTS

<b>Strategic Priorities</b>	1
<b>Governance Structure</b>	2
<b>Report from the Board Chair</b>	3
<b>Member Events</b>	5
<b>Member Support</b>	7
• Member Education (Dine & Learn)	7
• Physician Recruitment	7
• Physician Wellness (MDs4Wellness)	8
• Practice Management	9
• MOA Network	9
• Pathways	9
• Family Physician and Specialist Relations	10
<b>Healthcare Initiatives</b>	11
• Health Emergency Management	11
• Influenza Vaccine Campaign	11
• COVID-19 Task Force	11
• Long-term Care Initiative	12
• Mental Health & Substance Use	13
a) Psychiatric Adolescent and Child Teleconferencing Service	13
b) North Shore Community Committee on Substance Use	13
c) Medical Care for Short-Term Custody Shared Care Project	14
• Urgent & After-Hours Care	15
a) After-Hours and Urgent Care Working Group	15
b) Enhancing Patient Flow between LGH Emergency Department and Primary Care on the North Shore Shared Care Project	15
<b>Primary Care Networks</b>	16
• PCN Clinical Resources	17
• Multidisciplinary Team-based Care	18
a) Registered Nurse in Practice	18
b) Mental Health Clinicians	18
c) Primary Care Clinical Pharmacists	19
• Preventative Care	20
• Patient Attachment (GP Link)	20
<b>Collaborative Services Committees and Vancouver Regional Divisions' Leadership Group</b>	21
<b>Accountability and Evaluation</b>	21
<b>Acknowledgements</b>	22
<b>Annual Revenue Growth: 2011-2023</b>	22
<b>Statement of Financial Position</b>	23
<b>Statement of Operations</b>	24
<b>Our Team</b>	27

# STRATEGIC PRIORITIES

## MEMBER SUPPORT

Create a vibrant family physician community by supporting physicians & their practices & enhancing their influence in healthcare.

Communications

Member Education

Physician Recruitment

Physician Wellness

Practice Management

Specialist Relations

## HEALTHCARE INITIATIVES

Improve patient care with a focus on priority populations through innovation & collaboration amongst family physicians, & between family physicians and other healthcare providers.

Emergency Response

Innovative Projects

Long-Term Care

Mental Health & Substance Use

Urgent & After Hours Care

## PRIMARY CARE NETWORKS

Develop integrated, multi-disciplinary, team-based, primary care networks to support family physicians & their patients.

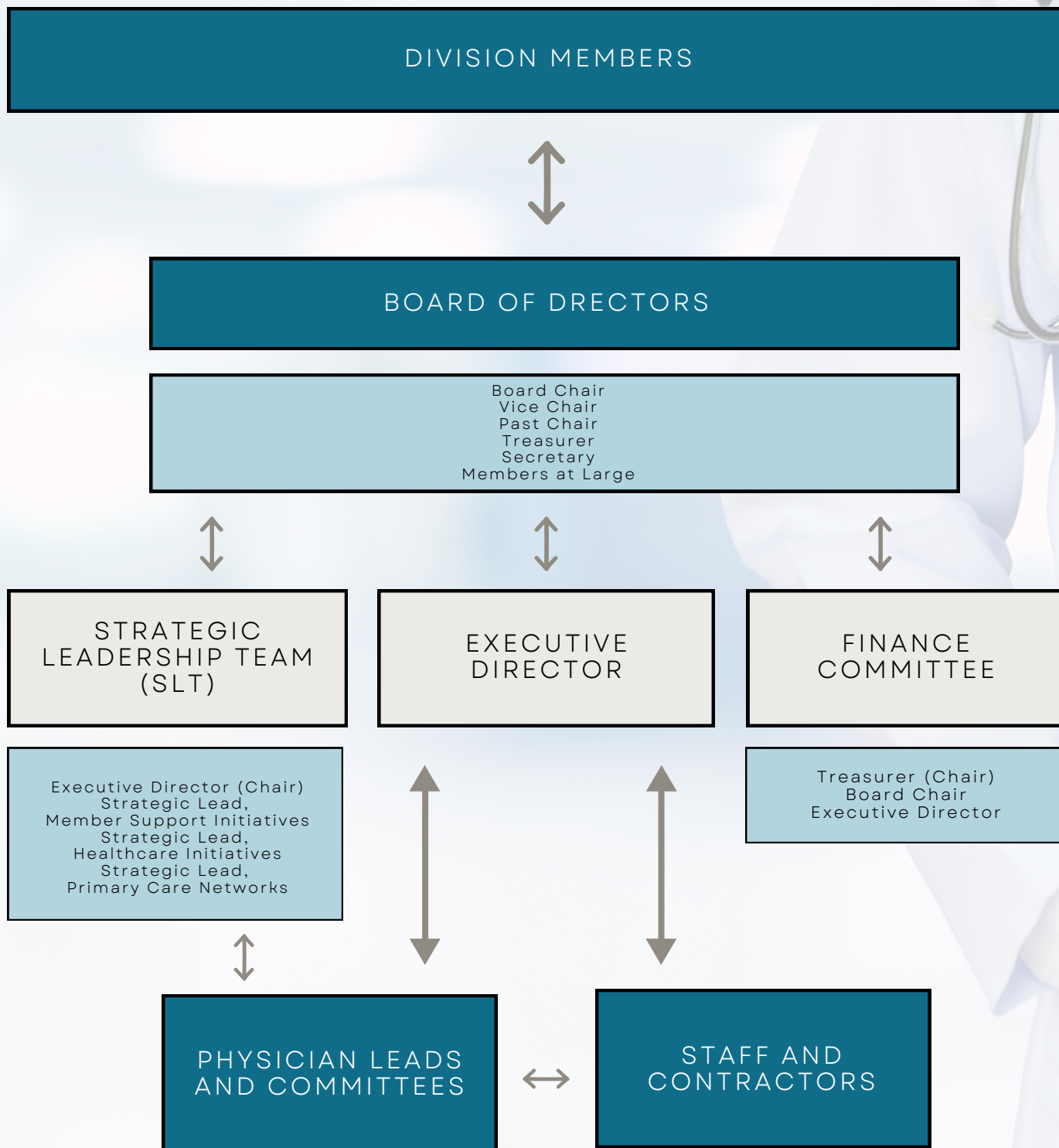
Multidisciplinary Team-Based Care

Patient Attachment

Physician Networks

- COMMUNITY AND EXTERNAL RELATIONS
- EVALUATION AND QUALITY IMPROVEMENT
- ORGANIZATION AND ADMINISTRATION
- COMMUNICATIONS AND ENGAGEMENT

# GOVERNANCE STRUCTURE



# REPORT FROM THE BOARD CHAIR

In preparing this, my final report as North Shore Division Board Chair, I have the pleasure of reflecting with gratitude on the considerable accomplishments and positive change of the past year. BC Family Physicians successfully navigated and converted a crisis into an opportunity for true positive change, and the LFP funding model has been warmly received by a significant majority of the province's Family Physicians. A model that compensates physicians for time spent with patients, and rewards, rather than penalizes, having large numbers of complex patients in one's practice is long overdue. We may have stopped the hemorrhaging of community based longitudinal family doctors to focused and hospitalist practices, and we may even be attracting some of those very doctors back to community based family practices. The LFP funding model is still a work in progress but it has clearly hit the ground running. And of course, having a more sustainable funding model will have benefits not only for Family Physicians but also for our North Shore patients and even for Community Specialists. And I want to assure our North Shore Family Docs that **your North Shore Division's voice** advocating for change from our antiquated FFS system **was heard** by the province's decision makers, and your individual calls for change and help impacted this paradigm shift in BC's funding of Family Physicians.

As in past years, the work of your North Shore Division continues to grow in breadth of effect, reach, complexity, and is now a large organization whose influence is only continuing to grow. The FPSC Governance Refresh has now completed and is recommending empowering MD leadership, strengthening TBC, stronger supports for patient attachment (expanded Health Connect Registry), unlimited FP and NP contracts, and redesigning PCN Steering Committee's (FP's will convene and lead these Committee's). And the North Shore Division will employ PCN management and administrative staff and taking on a secretarial role for the PCN SC, meaning overall that the North Shore Division's local influence will be significant, more formalized, and strengthened. The Division's HR department is a fluid ever evolving area that requires constant focus and we are thankful to our Executive Director, Ms. Claudia Frowein, for her ability to respond to the constant challenge of staffing as she has successfully gathered an amazing group of leaders with diverse rich talents and strengths to work out of our Division office. Most Division members will remain unaware of the tremendous work and achievements of our Division staff as their work is mainly done "behind the scenes," but I can assure all that their work is truly impressive in scope and attention to detail. I am truly grateful for their dedication to the work of the Division.

I invite members to read the Division's Annual Report which highlights some of the work done by the Division on behalf of members, and by extension, our North Shore population. Of course the PCN remains by far our largest initiative, and PCN rollout is going very well; we are nicely on track with hiring RN's in Practice, Mental Health Counselors, NP's and FP's, and in collaborating with our Squamish and Tsleil-Waututh First Nations partners. But of course we have many other streams of focus other than PCN. These include Attachment (now via HCR),

LTCI, Member Education (Dine & Learn, etc.), Pathways, Physician Recruitment, Member Communication, Practice Management (Rapid Fire Updates, panel help, Care Connect help, etc.), Physician Wellness, and several Shared Care projects such as the ADHD initiative, Medical Care for Short-term Custody, and the new Enhancing Patient Flow Between LGH and Primary Care. There are numerous committee's that support this work and the Division will always welcome Physicians interested in becoming involved with these committee's and other Division work. We will always welcome members who have a need they want addressed, a novel idea worth exploring, or any issue you would like addressed. I also want to extend my gratitude to the many physicians who are already part of these committee's and Division work. We know that this work is done from the "side of your desk" and are very thankful for your time and effort.

Sincere gratitude to Dr. Dedeshya Holowenko who is a previous Board Chair who stepped down from our Division when she moved off the North Shore this year. We are grateful to Dr. Ruth Campling who agreed to step back onto the Board until this years Board election to replace Dr. Holowenko's Director position. We welcomed Dr. Amrit Parhar onto the Board this year and we are grateful for his presence and significant input to Board work.

In closing, I wish to thank all the Division staff and Physicians I have had the pleasure to work alongside as the Division Chair for the past 3-4 years. As mentioned this is my final year as Board Chair and I can honestly say it has been one of the more rewarding experiences of my career. I never neglected to remark to Dr. Holowenko that she had impeccable timing in handing the role of Chair over to me just as the Pandemic hit and the Family Doctor crisis came to a head! There certainly were considerable challenges, not the least of which were the twice daily 7 days a week (yes weekends included) EOC meetings in the initial phases of the pandemic. I enjoyed providing the EOC updates and heard a lot of positive feedback (and some negative!) about those updates and felt they were essential to keep members updated. My role as Board Chair led to involvement with the FPSC as a Division rep and the Vancouver Regional Divisions Leadership Group and it has been a pleasure to provide a voice at those larger tables for our local North Shore Division concerns. This is a time when we have the opportunity to help shape Primary Care for decades to come and it has been a true honour to carry the voice of our North Shore physicians forward.



*Ray Chaboyer, Board Chair*

Migwech, all my respect to my fellow North Shore Family Physicians,

A stylized, handwritten signature in black ink, consisting of a large 'R' followed by a horizontal line and a small flourish.

Dr. Raymond F. Chaboyer  
BA, MD, CCFP, FCFP  
Board Chair North Shore Division of Family Practice

# MEMBER EVENTS

**APR  
2022**

**PCN:** PCN Services for Your Practice

**ADHD Shared Care:** Adult ADHD Pilot Program: Follow-up Session 1

**Practice Management:** Privacy & Security 101 Workshop - Part 1

**MAY  
2022**

**Pathways:** Pathways Update

**ADHD Shared Care:** Adult ADHD Pilot Program: Follow-up Session 2

**MDs4Wellness:** Cleveland Dam Hike

**Practice Management:** MYLE EMR Demonstration

**JUN  
2022**

**Practice Management:** Rapid Fire Updates

**JUL  
2022**

**Recruitment & Retention:** Outdoor Open House Welcoming  
New Physicians

**Practice Management:** CHR EMR Demonstration

**AUG  
2022**

**Practice Management:** Cortico Software Demonstration for MOAs

**SEP  
2022**

**Member Education:** Dine & Learn: First Nations Healthcare

**Practice Management:** Office Efficiency Workshop #1



**OCT  
2022**

**PCN:** North Shore Community Resources

**Practice Management:** Privacy & Security 101 Workshop - Part 2

**PCN:** Primary Care Clinical Pharmacists (PCCP) Review

**NOV  
2022**

**Practice Management:** EMR Round Table - Lessons Learned

**LTCI:** Regional Palliative Approach to Care Education (RPACE)

**DEC  
2022**

**PCN:** Registered Nurse (RN) in Practice Webinar

**MDs4Wellness:** Capilano Suspension Bridge Holiday Lights Tour

**JAN  
2023**

**Member Education:** Dine & Learn: Funding Model Changes

**Practice Management:** Data Migration Lessons Learned Webinar

**FEB  
2023**

**MDs4Wellness:** MDs4Wellness Shipyard Skating

**PCN:** Foundry Presentation

**Practice Management:** MOA Appreciation Brunch

**MAR  
2023**

**Member Education:** Dine & Learn: Physicians Impact of Climate Change

**Practice Management:** NSDFP Showcase at the Holiday Inn

**PCN:** Mental Health Resources Sharing Session

# MEMBER SUPPORT

## Member Education (Dine & Learn)

Physician Lead: Dr. Lisa Gaede

The Member Education committee's goal is to connect family physicians to the larger healthcare system by increasing their awareness and knowledge of community services. In 2022-2023, educational activities included discussion groups and opportunities for doctors to interact with one another. These educational seminars not only provided free Continuing Medical Education (CME) accreditation to attendees, but also assisted doctors in meeting their continuing education requirements.

Four Dine & Learn virtual medical education sessions were hosted in 2022-23 with 161 unique members in attendance.

These events covered the following topics:

- Supporting 2SLGBTQIA+ People in Clinical Spaces
- First Nations Healthcare on the North Shore
- New Billing Model Preparation for 2023
- The Impact of Climate Change on Healthcare

**60%** of Total Membership Attended Dine & Learn Events

**233** Total Member Attendance Across All Dine & Learn Events

## Physician Recruitment

Physician Lead: Dr. Joanne Larsen

The NS Division continues to partner with the Sea to Sky and Sunshine Coast Divisions of Family Practice to facilitate physician recruitment in all three areas. With the support of the Divisions' Physician Recruitment Coordinator, the North Shore recruited seven New-to-Practice physicians and 15 Fee-for-Service (FFS) physicians. NSDFP also secured three placements for International Medical Graduates (IMG) on return of service and Practice Ready Assessment BC (PRABC). The new physicians practicing in the community contributed to NS's patient attachment service, GP Link, attaching 4,031 patients in 2022-23.

To welcome and support new physicians, an Open House was hosted for new doctors to meet existing physicians on the North Shore.



*NSDFP Showcase at Holiday Inn From left to right: Drs. Lee Ann Wills, Anne Marie Thomsen, and Colleen Lawlor*

## Physician Wellness (MDs4Wellness)

Physician Lead: Dr. Julia Hlynsky

The continual work demands on family physicians make work-life balance challenging to achieve. Led by family physicians, and in collaboration with Lions Gate Hospital (LGH) Facilities Engagement Society, MDs4Wellness is a program that promotes and advocates for overall physician wellness.

MDs4Wellness held two 30-day Wellness Challenges with a 35% membership participation rate. Physicians were encouraged to complete several daily tasks that focused on healthy eating, socializing with peers, and exercise.

Additionally, a one-day "Nature Scavenger Hunt Hiking Tour" was held in May to promote exercise and peer support at the Cleveland Dam. A third event with comparable objectives was held in February. Another event, "Skating at the Shipyards," gave participants the chance to invite their friends and family, which broadened the event's social aspect.

In collaboration with the LGH Facilities Engagement Society, a holiday season gathering at the Capilano Suspension Bridge was organized in December to give hospital specialists and physician members a chance to meet one another.



*MDs4Wellness: Nature Scavenger Hunt Hiking Tour at the Capilano Dam; Families and friends*

## Practice Management

Physician Lead: Dr. Joanne Larsen

Members received assistance from the Practice Management program, which implemented new technology tools, increased workflow efficiency, and organized multiple events. Data migrations, clinic policy development, improving the efficient use of electronic medical records, and a variety of other workflow optimization topics all received direct support.

## MOA Network

Physician Lead: Dr. Joanne Larsen

The MOA Network organized events for learning opportunities, provided in-clinic support to increase office efficiency, and supplied resources to support MOAs in their medical offices. Educational courses included topics on Family Caregivers, Emergency First Aid with CPR, Privacy and Security, and transitioning to the new payment model.

## Pathways

Physician Lead: Dr. Lisa Gaede

The Pathways online resource continued to give physicians and their office staff immediate access to up-to-date and accurate referral information, such as wait times and areas of expertise for specialists and specialized clinics.



**153** of the **215**

FPs in community offices  
have received Practice  
Management support

**220**

Members in the  
MOA Network

**204**

Members using Pathways

**186**

MOA's using Pathways

**26,041**

Pathways page views in  
2022-23

**55%**

Increase of Pathways page  
views from 2021-22 to 2022-23



## Family Physician and Specialist Relations

Physician Lead: Dr. Michelle Brousson

The Family Physician and Specialist Relations Committee strives to foster healthy working relationships between family physicians and specialists to best meet the medical needs of patients. This year the group focused on identifying issues that impact physician communications and referral processes, and worked to develop solutions at a local level.

Each year the group welcomes new specialists to the North Shore by providing them with an overview of the Division and its services, along with other resources they can access in the community. The committee welcomes nine new specialists in 2022-23, including pediatrics, internal medicine, neurology, geriatrics, and dermatology.

The committee also provided input on Shared Care projects throughout the year. Shared Care is a provincial initiative that aims to bring family physicians and specialists together for coordinated patient care. Funding is available to support projects based on needs or gaps in patient care as identified by family physicians and specialists. They supported three Shared Care projects: the ADHD Shared Care Project, Patient Flow, and Medical Care for Short-term Custody. For more information or project ideas, please contact [northshore@nsdivision.ca](mailto:northshore@nsdivision.ca).



# HEALTHCARE INITIATIVES



## Health Emergency Management

Physician Lead: Dr. Krystine Sambor

The Family Practice Services Committee (FPSC) provided funding for Divisions to create an internal Emergency Management (EM) plan and an Incident Command System (ICS) to facilitate the effective response to health emergency situations, such as COVID-19, wildfires, and earthquakes. An ICS structure for NSDFP was developed outlining key roles and responsibilities. An internal EM plan was also created to support and guide staff. Staff training and planning will continue annually.



## Influenza Vaccine Campaign

The Division supported the influenza vaccination delivery service for a second year to help expedite vaccine distribution processes and save time for family physicians and clinic staff.

This free vaccination service was utilized by 60 North Shore clinics, compared to 38 clinics in 2022. Conducted in collaboration with Vancouver Coastal Health, the project facilitated 88 influenza deliveries to clinics between October 2022 and March 2023.

**38 to 60:**  
Increase in  
clinics from 2021-22  
that used free  
vaccine services



## COVID-19 Task Force

Physician Lead: Dr. Dean Brown

The COVID-19 Task Force, comprised of ten family physicians, served as a forum for family physicians to support and advocate for vaccine rollout, modifications to safety protocols, and contacts with Division members. With the lifting of province-wide restrictions due to decreasing hospitalization and transmission rates, it was agreed to dissolve the COVID-19 Task Force in February 2023. Thank you to everyone on the task force for their leadership throughout the COVID-19 pandemic.

## Long-term Care Initiative

Physician Lead: Dr. Kathy Rahnavardi

The Long-term Care Initiative (LTCI) collaborates with family physicians, long-term care facilities, and VCH to implement five best practices to improve patient care.

Quality improvement is an essential component of LTCI. The focus of the past year was on exploring the viability of standardizing patient admission protocols across the 11 LTC facilities. Interviews were held with key stakeholders to better understand current practices and the physicians' challenges with patient intake. The results of the first phase of the study suggested that standardization across all sites was not feasible due to multiple complexities.

However, work will be continued in the coming fiscal year to investigate the flow of information from the hospital and community to the LTCI physician in order to help streamline the process and ensure the physicians have all the necessary information during admission.

LTCI also provides practice-relevant training seminars. This year the VCH Regional Palliative Approach to Care Education team held a palliative care education session. A long-term care billing tip-sharing session was also organized, providing LTCI physicians the opportunity to share their ideas on how to streamline billing processes.

Three new physicians joined the LTCI and currently there are 23 physicians participating in the initiative

**91%** of long-term care patients are attached to a LTCI physician

## **Mental Health & Substance Use**

### **Psychiatric Adolescent and Child Teleconferencing Service**

Physician Lead: Dr. Hayley Broker

The Psychiatric Adolescent and Child Teleconferencing Service (PACTS) was formed in 2020 to increase access to child and youth psychiatric consultation. A telephone consultation service was established, allowing family physicians to interact directly with a psychiatrist.

In 2022, the program received 47 referrals from 39 family physicians, compared to 44 referrals from 34 family physicians in 2021.

As part of PACTS' ongoing quality improvement, a survey was conducted with members to better understand the benefits and challenges of the service. Those who used the service said the consultation and psychiatrists' notes helped them manage their patients better. The main issues identified were a lack of awareness of the service and a time-consuming referral process. Changes were made to both the referral form and pathway to help streamline the process. The promotion of PACTS continues.

### **North Shore Community Committee on Substance Use**

Physician Lead: Dr. Michelle Brousson

The North Shore Community Committee on Substance Use (NSCCSU) serves as a resource for all substance use initiatives and advocates for the health and safety of substance users. This collaborative committee, chaired by NSDFP, includes more than 35 members from diverse organizations and groups, including:

- Canadian Mental Health Association
- Lookout Housing and Health Society
- NS Family Advisory Committee
- First Nations Health Authority
- VCH Overdose Outreach Team
- Royal Canadian Mounted Police (RCMP)
- West Vancouver Police Department (WVPD)
- Stepping Stones
- Other community partners

The North Shore Peer Support Program and the VCH Perinatal Substance Use Program delivered instructional sessions to the committee this year. In addition, the VCH Overdose Outreach Team provided overdose response training, including Narcan administration, to committee members. The committee continued to provide resources, educate individuals, and seek ways to improve care for substance users.



## Medical Care for Short-Term Custody Shared Care Project

Physician Lead: Michelle Brousson

This project aims to improve care for those in short-term custody who are at risk of suffering opioid withdrawal, and to assist in reducing the risk of overdose when released. The project helped to minimize the burden on the healthcare system, lowered the risk of disrupting patient treatment, and improved the experience for patients, healthcare providers, and law enforcement.

A collaboration was formed with clinicians from Lighthouse and other key stakeholders. Lighthouse is a new, free, virtual Rapid Access Addictions Clinic (RAAC) that is based at St. Paul's Hospital. It utilizes phone sessions to provide medical treatment and short-term stabilization for substance users.

The stakeholders worked jointly to produce an Opioid Replacement Therapy (ORT) protocol outlining the key steps to assess a detainee for opioid withdrawal. It includes offering the detainee a phone consultation with a Lighthouse clinician, prescribing ORT, and administering ORT to a detainee while in custody. When detainees are released from short-term custody, Lighthouse assists with follow-up care and connects them with community partners.

Thirty-four WVPD officers were trained on opioid use disorder and the ORT protocol, and in November the pilot project was launched.

West Vancouver Police Department comments on the program have been positive to date:

***"Excellent work. Thank you for bringing this important program to WVPD."***

***"Very informative and overdue!"***

***"Thank you for this informative session. Looking forward to accessing and applying these resources."***



## **Urgent & After Hours Care**

### **After Hours and Urgent Care Working Group**

**Project Lead: Dr. Dean Brown**

This collaborative committee brought together Family Physicians, LGH Emergency Department (ED) physicians, and VCH leadership to develop and strategize short and long-term solutions to help improve after-hours and urgent care. The working group developed a Shared Care project proposal that was funded to investigate opportunities to improve communication and patient flow processes between the ED of LGH and Family Physicians. For more information, please see "Enhancing Patient Flow between Lions Gate Hospital Emergency Department and Primary Care" below.



## **Enhancing Patient Flow between Lions Gate Hospital Emergency Department and Primary Care**

**Physician Co-Leads: Dr. Lisa Lange and Dr. Dean Brown**

This project aimed to improve communication between North Shore Family Physicians and the Lions Gate Hospital Emergency Department physicians. It also sought to ease the strain on the emergency department by improving patient flow processes.

Members of the project group collaborated with the LGH Diagnostic Imaging Department to understand current issues and suggest ways to improve patient referrals and communication. The initiative also explored opportunities to support patients who are moderately complex and/or unattached. The project is currently in the planning stage and will concentrate on developing strategies to accomplish the intended results.

# PRIMARY CARE NETWORKS

Physician Co-Leads: Dr. Dean Brown & Dr. Ruth Campling

The Division views the Primary Care Networks (PCN) initiative as a vital path forward to address the primary care crisis. The PCNs provide mental health, nursing, and pharmacy services, in addition to new physician contracts, and addressing the attachment gap on the North Shore. The PCN also serves to break down silos and foster team-based care in our medical offices.

The PCNs are the cornerstone for the transformation of Primary Care on the North Shore. PCN partners include Vancouver Coastal Health, Squamish First Nation, Tsleil-Waututh First Nation, and the University of British Columbia (UBC).

*"Our goal together is simple and bold: we want to transform healthcare. Primary Care means a person's first contact, or first encounter, with getting healthcare. We want to create the best possible healthcare by offering each person not only excellent 'first contact' care, but also thoughtful coordination and integration of care throughout their healthcare journey, and continuity of care across their lifespan."*

*We're convinced that by bringing Primary Care back to the centre, with those elements, and working as a team, we can best support the entire system - the funders, the providers, and over all the people of the North Shore, whom we serve. By working together, we enable the best care: integrated, coordinated Healthcare with Heart."*

– Dr. Dean Brown, Physician Co-Lead, PCN



## FAMILY DOCTORS

Have convenient access to a supportive network of people and services for expanded patient care.



## PATIENTS

Get timely, comprehensive, coordinated care outside of the doctor's office when needed, arranged by the GP.

## PCN CLINICAL RESOURCES



**42**

Total PCN Clinical Resources hired. Includes Allied Health and Nursing in Health Connections Clinic, Foundry, and First Nations Clinics.



**93** FPs in **29** Clinics

Family Physicians participating in team based care.



**6** RNs in Practice in

**7** Clinics for **37** FPs.



**9**

New-to-Practice FP Contracts Signed.



**11**

Mental Health Clinicians working with Family Physicians.

**75**

*\*Numbers cited are as of June 30, 2023.*



## Multidisciplinary Team-based Care Registered Nurse in Practice

Six nurses have been recruited to the Primary Care Networks. These RNs have been working with over 37 physicians in 7 clinics in the West and Central PCNs. The RNs assist family physicians with patient chronic disease management, women's care (including PAPs), triaging, and patient follow-up. Practices vary, as do the range of tasks performed by the RNs, to ensure that each office provides the best care for patients. The goal is to hire an additional nine nurses by fiscal year-end.

## Mental Health Clinicians

The most common request from family physicians, and most frequently cited concern from medical offices and members of the public, was for mental health support on the North Shore.

The PCN Mental Health Clinicians offer short-term mental health services for patients with mild to moderate mental health issues.

As of June 30, 2023, the North Shore PCNs have 11 clinicians working with 75 FPs in 17 clinics.

**75** FPs Working  
with Mental  
Health Clinicians  
in **17** Clinics

Successful Nurse  
Impacts on Clinics:

***"The nurse has added to my capacity and has been very helpful for chronic care management."***

- NS Family Physician at  
Docs on the Bay Clinic

***"Excellent benefit to the clinic and growing use."***

- NS Family Physician at  
Lonsdale & 19th Ave Clinic

***"Efficient – less wait time; easy to book appointments."***

- NS Family Physician

***"Access to care through much-needed home visits for those with chronic illnesses and mobility issues."***

- NS Family Physician

***"I am extremely grateful for this program. On reflection, I feel it has been the most valuable additional support I have received to date."***

- NS Family Physician



## Primary Care Clinical Pharmacists

As of June 30, 2023, there are three Pharm. D. clinical pharmacists managing a wide range of medication and treatment issues across the three North Shore PCNs.

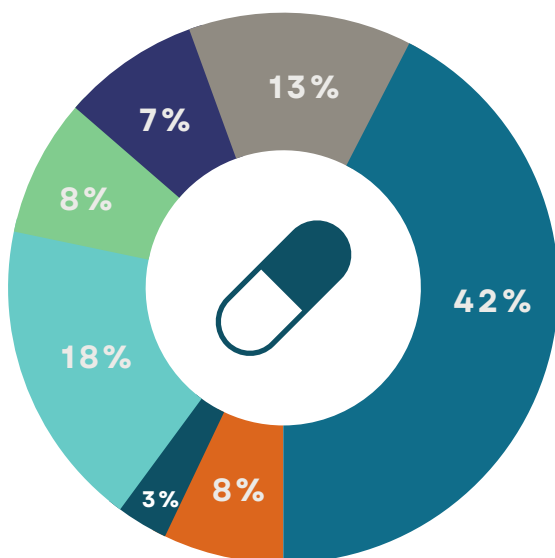
All members can access the PCCPs through a simple referral system.

The PCCPs are also actively involved in the review of recently discharged patients, ensuring that medical adjustments and new routines are understood by the patient and that follow-up is provided, reducing the number of LGH re-admissions. They offer patient reviews virtually, in the office, and in-person at the Division's Lower Lonsdale offices.



*Ramin Pournaghib, Primary Care Clinical Pharmacist (PCCP)*

## Drug Therapy Problems Identified and Resolved by PCCPS



- UNNECESSARY DRUG
- REQUIRES ADDITIONAL DRUG
- DOSE TOO HIGH
- ADVERSE DRUG REACTION
- NON-COMPLIANCE
- DOSE TOO LOW
- DIFFERENT DRUGS NEEDED



*Jessica Loucks, Primary Care Clinical Pharmacist (PCCP)*

## Preventative Care

The PCN will provide preventative care support to both family physicians and the community. In 2023 the Division began planning public education and information programs; the first events are set to launch in September 2023.

## Patient Attachment (GP Link)

Physician Lead: Dr. Dean Brown

With more than 34,000 NS residents requiring a longitudinal family physician, patient attachment is one of the NSDFP's top priorities. In 22/23 the Division attachment service, GP Link, has attached over 4,000 patients, many of whom are priority complex patients referred to the Division by VCH and other community organizations.

**4031**

Number of patients  
attached via  
GP Link in 2022-23

The Patient Services Coordinator has been instrumental in connecting patients with suitable providers and developing ties with community groups that can help member physicians accept complex patients. Within GP Link, NSDFP also developed an urgent referral procedure, and that service is now in high demand. However, the challenge now is to find enough physicians to attach new patients to. The waitlist currently stands at just over 11,000 patients with up to a year wait to attach these people.

The Division will continue to support new-to-practice physicians to build their panels, and will provide retiring physicians with a workbook and guidelines to help transfer patient panels as seamlessly as possible.

**7688**

Total number of  
patients attached  
from Sept 2020,  
to June 30, 2023

*"Dr. Faribi is perfect for me, and we both agreed that she will be my family physician for the foreseeable future. Thank you again as you have been incredibly helpful and responsive during my search."*

- Recently Attached Patient

## **Collaborative Services Committees and Vancouver Regional Division's Leadership Group**

The North Shore Collaborative Services Committee (CSC) is comprised of leadership representatives from the North Shore Division of Family Practice and Vancouver Coastal Health. It is the main forum for addressing system challenges and influencing primary care locally. Furthermore, Division leaders in the Vancouver Coastal Health area meet on a regular basis as the Vancouver Regional Divisions' Leadership Group (VRDLG), and quarterly as the Inter-divisional Collaborative Service Committee (ICSC) to address regional health issues. The PCNs are governed by a North Shore PCN Steering Committee, with representation from the Division, VCH, Squamish Nation, and Tsleil-Waututh Nation.

## **Accountability and Evaluation**

The Board's initiatives and projects aim to achieve the Division's strategic objectives on behalf of the membership. In doing so, the Board promotes a climate of accountability, learning, and continuous quality improvement. All initiatives approved by the Board are led by a project-specific committee and are expected to be evaluated using the Quadruple Aim framework.

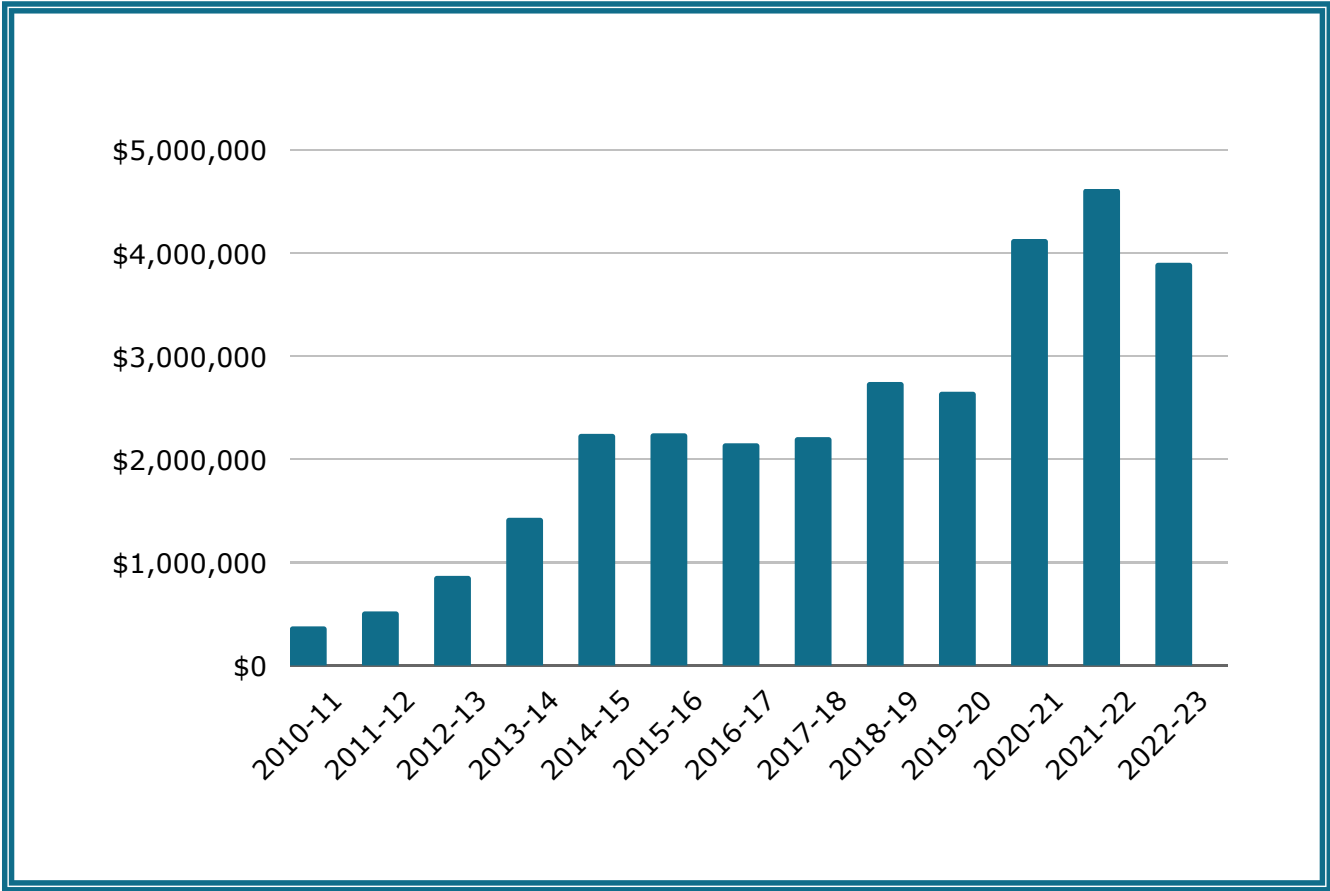
Evaluation results and interim performance reports are provided to the Board and funders such as FPSC, the Shared Care Committee, and the Ministry of Health.

Quadruple Aim Outcomes:

- ***Improving the patient experience of care***
- ***Improving the health of populations***
- ***Reducing the per capita cost of health care***
- ***Improving the healthcare provider experience***



# ANNUAL REVENUE GROWTH: 2011-2023



• 2010-11: \$364,403.49	• 2017-18: \$2,199,472.00
• 2011-12: \$509,528.52	• 2018-19: \$2,734,138.38
• 2012-13: \$854,147.17	• 2019-20: \$2,639,525.67
• 2013-14: \$1,417,406.65	• 2020-21: \$4,120,579.25
• 2014-15: \$2,231,139.09	• 2021-22: \$4,608,310.39
• 2015-16: \$2,236,547.44	• 2022-23: \$3,890,105.47
• 2016-17: \$2,139,759.03	

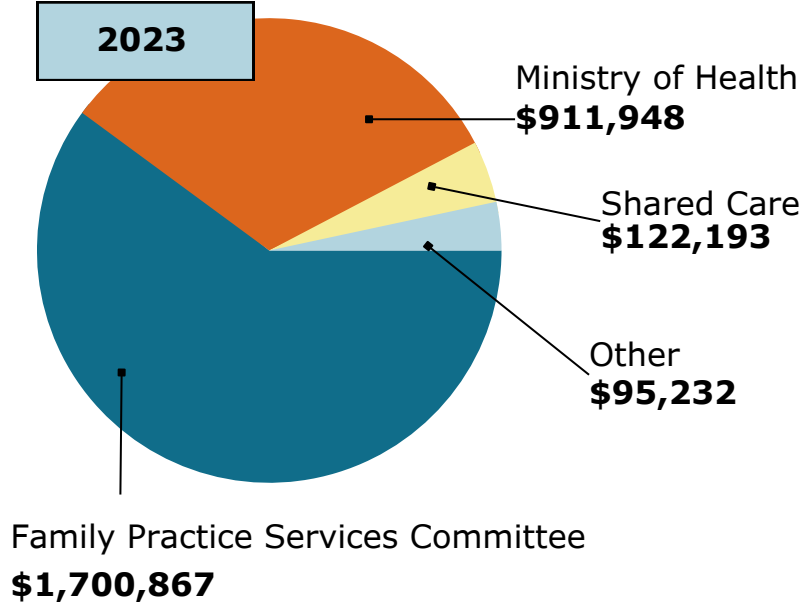


# STATEMENT OF FINANCIAL POSITION

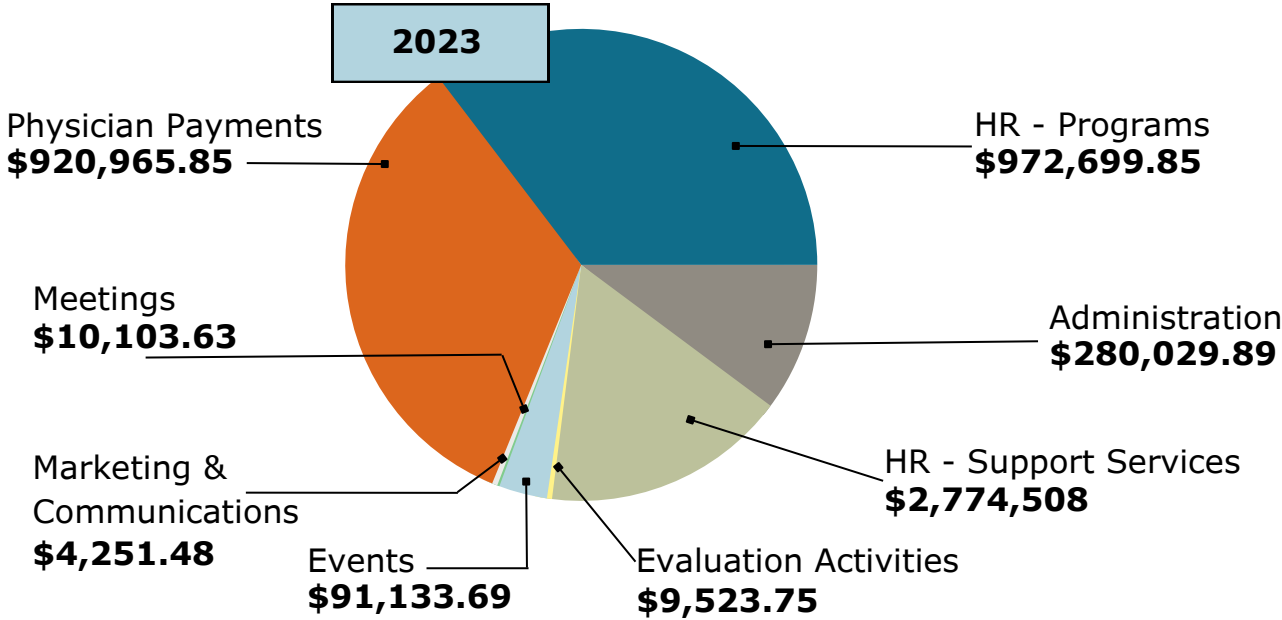
	2022	2023
<b>ASSETS</b>		
CASH AND CASH PROVIDED BY FUNDING	\$2,239,719	\$1,738,230
AMOUNTS RECEIVABLE	\$83,981	\$59,958
GST RECEIVABLE	\$9,902	\$12,379
PREPAID EXPENSES AND DEPOSITS	\$50,654	\$44,311
	\$2,384,256	\$1,854,878
<b>LIABILITIES</b>		
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	\$ 247,482	\$ 289,788
WAGES PAYABLE	\$ 108,865	\$ 71,560
DUE TO FUNDERS	\$ 899,444	\$ 137,415
DEFERRED REVENUE	\$ 847,187	\$ 994,455
	\$ 2,102,978	\$ 1,493,218
<b>NET ASSETS</b>		
UNRESTRICTED	\$ 281,278	\$ 361,660
	\$ 2,384,256	\$ 1,854,878

# STATEMENT OF OPERATIONS

## REVENUES



## EXPENSES



## NET ASSETS

EXCESS OF REVENUES OVER EXPENSES

**\$80,382**

2023

NET ASSETS, BEGINNING OF YEAR

**\$281,278**

2023

NET ASSETS, END OF YEAR

**\$361,660**

2023

# ACKNOWLEDGEMENTS

We would like to thank our specialist colleagues, community partners, and the following Division members for their contributions to our various committees and working groups:

**Dr. Alaina Aguanno**

Patient Flow Project Steering Committee

**Dr. Naved Ali**

North Shore Community Committee on Substance Use

**Dr. Touktam Bahri-Irai**

Communications Committee

**Dr. Nicole Barre**

Family Physician Focus Group, Long-term Care Initiative Quality Improvement Committee, Physician Call Groups Committee

**Dr. Callum Baughen**

Medical Care in Short-term Custody Project Steering Committee

**Dr. Craig Bergstrom**

After Hours and Urgent Care Working Group

**Dr. Gordon Bird**

Long-term Care Initiative Quality Improvement Committee, Physician Call Groups Committee

**Dr. Matt Blackwood**

FP Specialist Relations Committee, PCN Preventative Care Working Group, Covid-19 Task Force

**Dr. Hayley Broker**

Family Physician Focus Group, North Shore Community Committee on Substance Use, PACTS Working Committee

**Dr. Michelle Brousson**

FP Specialist Relations Committee, Medical Care in Short-term Custody Project Steering Committee, North Shore Community Committee on Substance Use, PCN Preventative Care Working Group, Covid-19 Task Force

**Dr. Dean Brown**

ADHD Project Steering Committee, Covid-19 Task Force, After Hours and Urgent Care Working Group, Collaborative Services Committee, Communications Committee, Dine and Learn Committee, Family Physician Focus Group, FP Specialist Relations Committee, North Shore Community Committee on Substance Use, PACTS Working Committee, Patient Flow Project Steering Committee, PCN Implementation Committee, PCN Internal Meeting, PCN Perinatal Working Group, PCN Preventative Care Working Group, PCN Steering Committee, Physician Call Groups Committee

**Dr. Ruth Campling**

Collaborative Services Committee, Family Physician Focus Group, FP Specialist Relations Committee, PCN Implementation Committee, PCN Internal Meeting, PCN Perinatal Working Group, PCN Preventative Care Working Group, PCN Steering Committee, Strategic Leadership Team

**Dr. Raymond Chaboyer**

Collaborative Services Committee, Finance Committee, FP Specialist Relations Committee, Covid-19 Task Force

**Dr. Alex Choi**

Collaborative Services Committee, North Shore Community Committee on Substance Use, PCN Preventative Care Working Group

**Dr. Susan Chow**

PCN Perinatal Working Group

**Dr. Maureen Conly**

MDs4Wellness Committee

**Dr. Louise Corcoran**

Long-term Care Initiative Quality Improvement Committee

**Dr. Peter Edmunds**

Collaborative Services Committee

**Dr. Lisa Gaede**

Dine and Learn Committee, Family Physician Focus Group, MDs4Wellness Committee, Pathways Committee

**Dr. Mahshid Gharedaghi**

Long-term Care Initiative Quality Improvement Committee

**Dr. Elaine Hao**

Dine and Learn Committee

**Dr. Erin Hasinoff**

MDs4Wellness Committee, PCN Preventative Care Working Group

**Dr. Barbara Hejdankova**

Long-term Care Initiative Quality Improvement Committee

**Dr. Jonathan Hislop**

Practice Management Committee

**Dr. Julia Hlynsky**

Family Physician Focus Group, MDs4Wellness Committee, PCN Perinatal Working Group

**Dr. Dedeshya Holowenko**

After Hours and Urgent Care Working Group

**Dr. Isabelle Hughan**

Collaborative Services Committee

**Dr. Lisa Lange**

After Hours and Urgent Care Working Group, Patient Flow Project Steering Committee

**Dr. Joanne Larsen**

After Hours and Urgent Care Working Group, Family Physician Focus Group, Patient Flow Project Steering Committee, PCN Internal Meeting, Practice Management Committee, Recruitment & Retention Interdivisional Steering Committee, Recruitment & Retention Committee

**Dr. Genevieve Lauzon**

ADHD Project Steering Committee, Dine and Learn Committee, FP Specialist Relations Committee, PACTS Working Group

**Dr. Colleen Lawlor**

Family Physician Focus Group

**Dr. Celia Ling Hu**

PCN Preventative Care Working Group

**Dr. Heather McLeod**

PCN Perinatal Working Group

**Dr. Aileen Moric**

Pathways Committee

**Dr. Amrit Parhar**

After Hours and Urgent Care Working Group, Board, PCN Preventative Care Working Group

**Dr. Liz Pharo**

Dine and Learn Committee, Recruitment & Retention Committee

**Dr. Kathy Rahnavardi**

Long-term Care Initiative Quality Improvement Committee, Covid-19 Task Force

**Dr. Mitch Rubin**

After Hours and Urgent Care Working Group, Communications Committee, MDs4Wellness Committee, Covid-19 Task Force

**Dr. Krystine Sambor**

Physician Call Groups Committee, Strategic Leadership Team

**Dr. Richard Sebba**

Long-term Care Initiative Quality Improvement Committee

**Dr. Ann Marie Thomsen**

Practice Management Committee

**Dr. Jennifer Walker**

Long-term Care Initiative Quality Improvement Committee

**Dr. Nigel Walton**

Communications Committee, Covid-19 Task Force

**Dr. Nicola Walton-Knight**

Collaborative Services Committee, Finance Committee, Strategic Leadership Team

**Dr. Christina Weisstock**

Family Physician Focus Group

**Dr. Veerle Willaeyts**

MDs4Wellness Committee

**Dr. Lee Ann Wills**

Family Physician Focus Group, PCN Preventative Care Working Group, Practice Management Committee, Recruitment & Retention Committee

**Dr. Kerry Zibin**

FP Specialist Relations Committee

# OUR TEAM



*From left to right, Katherine Bourne, CPA, Dr. Amrit Parhar, Dr. Nicola Walton-Knight, Dr. Raymond Chaboyer, Dr. Dedeshya Holowenko, Dr. Lisa Gaede, Claudia Frowein, and Dr. Krystine Sambor. Not Shown, Dr. Ruth Campling.*

## Board of Directors

### **Dr. Raymond Chaboyer**

Board Chair

### **Dr. Nicola Walton-Knight**

Vice Chair

### **Dr. Krystine Sambor**

Secretary

### **Katherine Bourne, CPA**

Treasurer

### **Dr. Lisa Gaede**

Director

### **Dr. Amrit Parhar**

Director

### **Dr. Dedeshya Holowenko**

Director until February 2023

### **Dr. Ruth Campling**

Proxy Director as of February 2023 for  
Dr. Dedeshya Holowenko

## Executive Director

### **Claudia Frowein, MA**



## **Operations Team (as of August 2023)**

### **Kelsey Brown**

Administrative Assistant,  
Practice Change Management

### **Cynthia Buckett, MBA, RD**

Program Manager,  
Healthcare Initiatives

### **Kate Castelo, MA**

Communications Advisor,  
Primary Care Networks

### **Marilu Encinas, MBA**

Practice Improvement Technology  
Coordinator

### **Richelle Hughes, MA**

Manager,  
Primary Care Networks

### **Amelia Keenan, MPH**

Project Coordinator,  
Healthcare Initiatives

### **Shana Khan, MA**

Administrative Assistant

### **Kathy Kim, BSc**

Program Coordinator,  
Primary Care Networks

### **Michelle Luk, BA**

Physician Recruitment Coordinator

### **Nadia Mimouni**

Administrative Coordinator

### **Alex Moroz-Witek, BSc, RKin**

Project Coordinator,  
Healthcare Initiatives

### **Kate O'Donnell, MSc**

Lead,  
Primary Care Networks  
Patient Medical Homes

### **Steve Orti**

Membership Support Coordinator

### **Beth Reynold, LPN**

Practice Advisor,  
Primary Care Networks

### **Katie Tang, BSc**

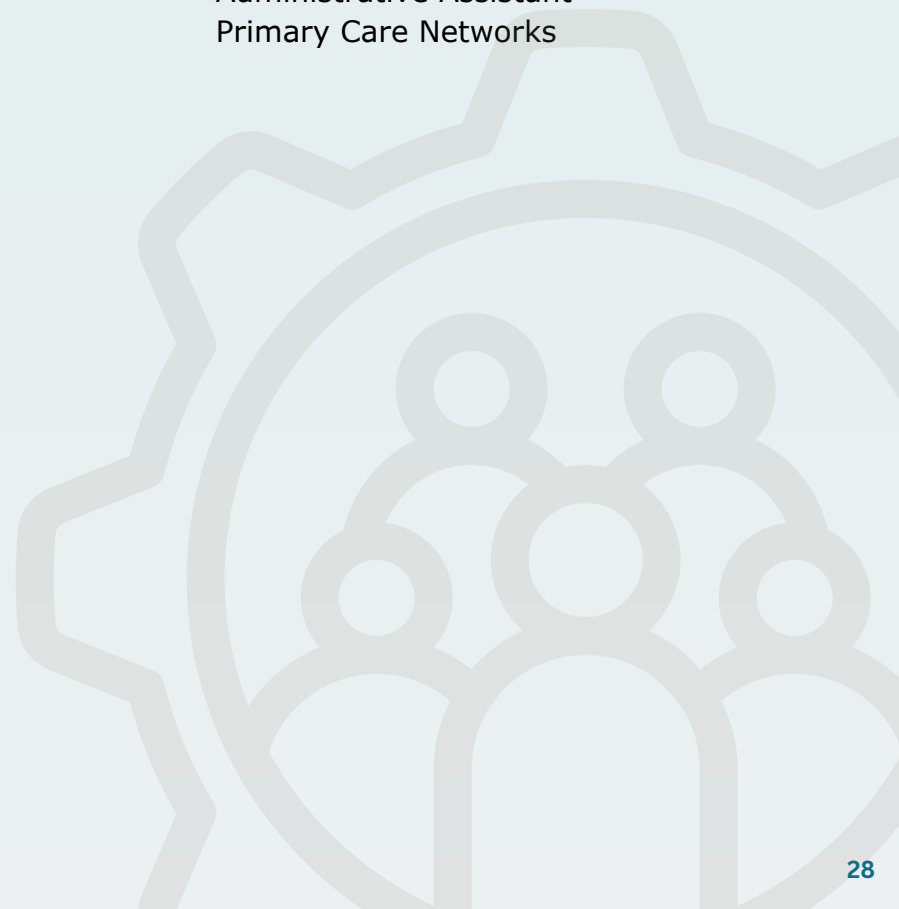
Patient Services Coordinator,  
GP Link

### **Candace Travis**

Practice Change Manager

### **Violet VonKatz**

Administrative Assistant  
Primary Care Networks



# CONTACT INFO

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

280 – 145 Chadwick Court  
North Vancouver BC  
V7M 3K1

E-mail: [northshore@nsdivision.ca](mailto:northshore@nsdivision.ca)  
Phone: 778.945.3017

