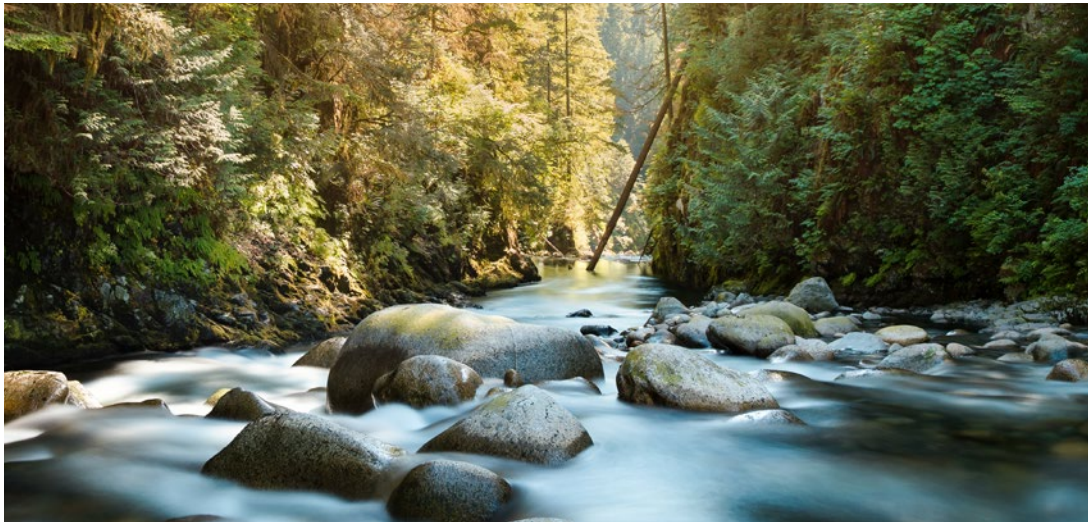




ANNUAL REPORT 2019–2020



North Shore
Division of Family Practice
A GPSC initiative

VISION

Optimize the health of the North Shore community

MISSION

Promote the centrality of primary care

Develop and support excellent primary care

Improve the well-being of family physicians

STRATEGIC OBJECTIVES

Improve collaboration and integration between family physicians and other service providers

Build a strong family physician community on the North Shore

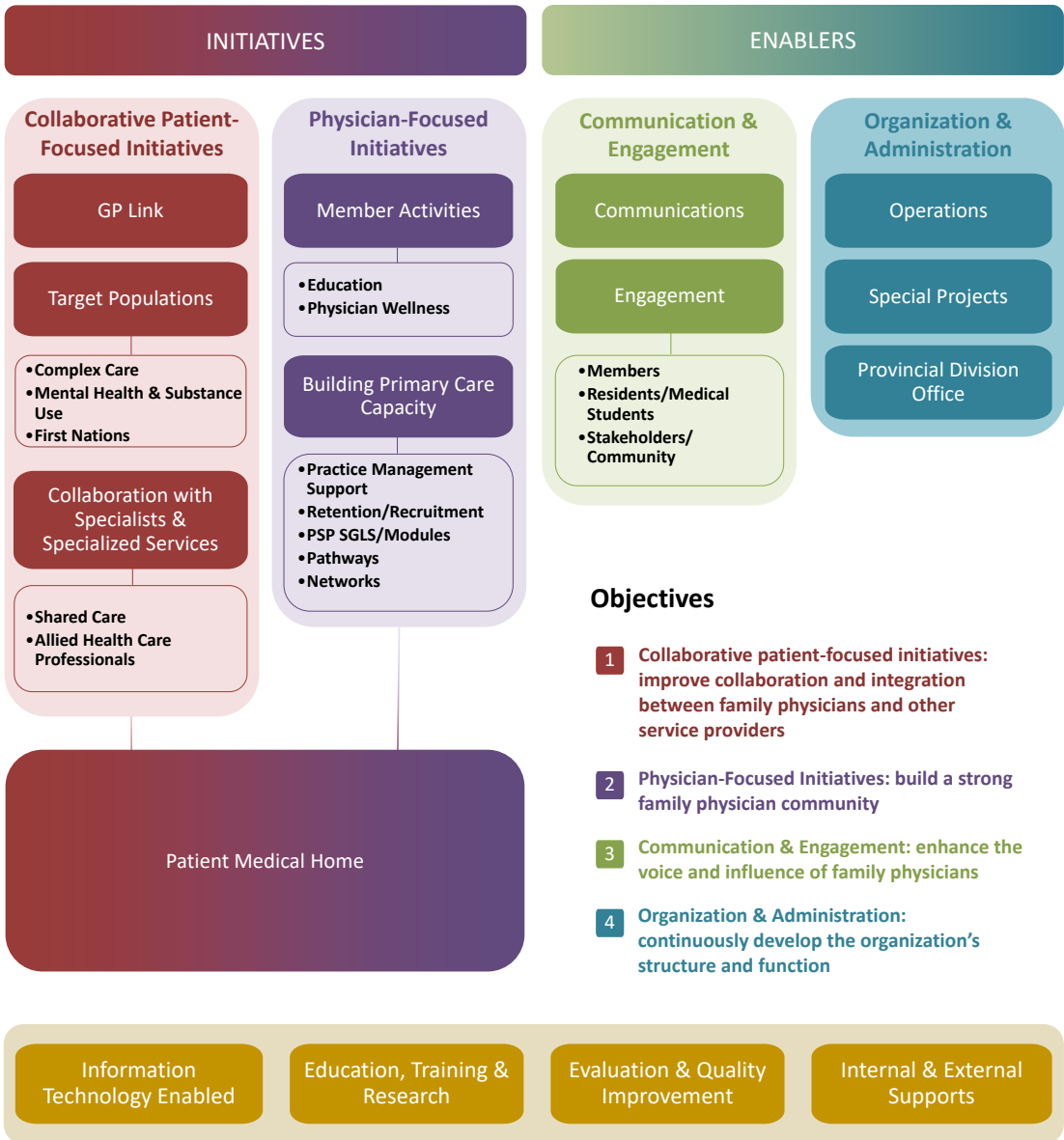
Enhance the voice and influence of family physicians

Develop the division's structures and functions

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STRATEGIC PRIORITIES 2019–2020





REPORT FROM THE CHAIR

Dear North Shore Division Members:

Since transitioning to the role of Board Chair in late January 2020, your board and I have been very busy advocating and supporting primary care on the North Shore. When the COVID-19 pandemic hit there was great concern from members about COVID being potentially spread in our busy, cramped local doctor's offices and waiting rooms. Health Authority's Public Health Department initially pushed for family doctors to continue business as usual, to do COVID swabs in our offices, and to avoid reducing patient access in our offices. Vancouver Coastal Health (VCH) initiated the Emergency Operations Center (EOC) meetings to ramp up response to the pandemic. Our division was not initially invited to EOC, so we invited ourselves. We pushed back against instructions to continue business as usual, a directive we heard from the Public Health Department. It was clear that the initial focus of the VCH EOC was on Lions Gate Hospital and other facilities with discussion of primary and community care as an afterthought. Through the subsequent months, the

division has continued to push the focus of EOC to primary and community care. We have the strong opinion that the successful battle against COVID will be won in the primary care arena and not in intensive care units.

Personal Protective Equipment (PPE) access was a huge concern at the onset of the pandemic and despite the initial pushback from VCH, the division successfully pushed for equitable access to PPE. We are hugely grateful to the considerable efforts of division staff in securing PPE for our members.

Communications has also been a primary focus of the division. We initiated twice weekly (now weekly) EOC updates. The goal is to keep members updated regarding new developments and to sift through the huge volume of resources that could be of use to members. Staff have been of great help in optimizing communications and locating sources for inclusion in our updates.

The division initiated a COVID Task Force consisting of interested members who initially met three times a week, and now meet every



REPORT FROM THE CHAIR (CONTINUED)

second week. The division is also meeting with VCH officials and First Nations Health Directors in a Community COVID Working Group. The focus of these groups at present is formulating plans for possible Community Respiratory Assessment Clinics and Mass Flu Vaccine Clinics. We are also looking for creative ways to support family physicians who choose to provide flu vaccines to patients in their office.

The division advocated with Doctors of BC and the Ministry of Health in the early days of the pandemic to allow FFS payments for virtual care. We continue to seek ways to support our members in improving access to virtual care for their patients. We will also continue to advocate with the ministry and Doctors of BC for the virtual care fees to be continued after the COVID pandemic stops. It is clear that both family doctors and their patients appreciate access to virtual care, and it would be hard to imagine going back to a time when these visits were not covered in our FFS system. The division will advocate for longitudinal care provided in the family doctor office. We strongly feel that TELUS Babylon should not be

supported by the ministry to the same level as a virtual visit provided by a family physician to a long time patient.

The division is grateful to staff who have been instrumental in ensuring members are ready to bring virtual care into their offices. The division developed and introduced the E-consent App which allows members to obtain patient consent and to allow electronic communication between patients and family doctor offices. We are happy to support members in cleaning up patient panels, optimizing their EMR, and ensuring FFS billings are not missed. The division is aware the pandemic has challenged local offices with reduced billings, and we are ready to assist in any way possible to improve the financial outlook for our local physicians.

Of course, other work has continued unrelated to COVID. The GP/GI committee wrapped up their work and the GP/Specialist committee continues to seek ways to improve the working relationships between family doctors and specialists on the North Shore. The Communications



Dr. Raymond Chaboyer
Board Chair

Committee continues to ensure members are kept up to date with important issues and innovations. The Recruitment & Retention Committee continues to seek the next generation of family doctors for the North Shore. The Long Term Care Initiative (LTCI) has been challenged this year, both by the pandemic and its impact on Long Term Care facilities, and by the health concerns of their lead physician, Dr. Alireza Sameny. The thoughts and prayers of the division are with Dr. Alireza Sameny and his family during this difficult time.

The opioid crisis is of huge concern to the division. This crisis is not confined to the Downtown East Side and is an issue here on the North Shore. The Opioid and Pain Management Working Group is looking to recruit more physicians to provide Opioid Agonist Therapy (OAT) on the North Shore and we invite any interested physician to reach out to the division if you feel you might be interested in this rewarding training and work.

And of course, the Primary Care Network (PCN) work continues at a fast pace.

Meetings are weekly, a team has been assembled, and hiring is ongoing. We look forward to implementing our PCN plan in 2020/21.

The Physician Wellness group is of particular importance in these challenging times. We know we can't provide optimal care unless our physicians remain healthy and mental and emotional health are important to physicians as well as patients. Our wellness group continues to seek ways to support our family doctors and we invite you to join in the events and reach out to the group if there is an activity you would like to see included in their offerings.

In closing, I thank you for your hard work in these challenging times and look forward to assisting our members in optimizing their practices in the coming year.

Regards and respect, please stay safe!

Dr. Raymond Chaboyer
Board Chair North Shore Division



REPORT FROM THE EXECUTIVE DIRECTOR

SEPT 2020. COVERING APRIL 2019–MARCH 2020

Wow — what a year it has been!

As I reflect on the past year, it seems difficult to recall life at the division pre-COVID-19, and hence my report begins at the end:

In the last month of the fiscal year 2019/20, the North Shore was hit with COVID-19. It started with the outbreak at Lynn Valley Care Center (LVCC) and for those first few weeks, we were at the epicenter of the pandemic in Canada. The division immediately formed a COVID-19 Task Force (CTF), and a callout to members resulted in 11 physician representatives.

For the first month or more, the CTF and its working groups were meeting virtually three days per week at 7:30 a.m. Amongst its achievements, the CTF:

- Secured PPE for family physicians
- Issued a daily bulletin with COVID-19 updates
- Developed a proposal for geographically located non-respiratory clinics
- Had representation at Vancouver Coastal Health's Emergency Operations Committee (EOC)

- Invited all members to attend one of six roundtable focus groups to share how the division can support them
- Advocated for additional testing sites
- Subsidized the purchase of oximeters
- Conducted a surveillance survey.

Additionally, the division delivered virtual care webinars, hosted Grand Rounds and Dine & Learns with the Medical Health Officer, and provided collegial support through weekly MD4Wellness virtual meetings. I believe this experience has strengthened the division's relationship with its members. Although the CTF took hiatus over the summer months, the group will reconvene in September in preparation for a potential second wave. Thank you to the COVID-19 Task Force for your enthusiasm and commitment!

COVID-19 aside, the highlight of the year was the MoH announcement of \$11.4 million in new, annualized, primary care funding for the development of patient medical homes (PMH) in three primary care networks (PCN) based on the Service Plan the division (together with VCH, Squamish Nation, & Tsleil-waututh Nation) submitted in June 2019. Implementation will be



Claudia Frowein
Executive Director

staggered over the next four years, with a goal of recruiting approximately 40 nurses, physicians, counselors, and/or pharmacists into practices and clinics to create multi-disciplinary PMH's. This is an exciting initiative, as it will provide physicians with clinical support and transform how primary care is delivered.

In addition to the division's on-going programs, new initiatives over the past year included on-site practice support with the addition of a Medical Office Innovation Advisor role, the Suboxone Mentorship Program, quality improvement grants for long term care initiatives, a child and youth telephone consultation service, the development of an MOA network, and development of a web-based platform for electronic patient consent.

The membership continues to steadily increase with 29 new members and 8 departures in 2019/20, resulting in 238 funded members for the year 2020/21. The new members are a combination of new physicians coming to the North Shore and existing local physicians joining the division. Every new member

increases the division's core funding base, thereby allowing us to broaden our services.

We continue to be in an excellent financial position, and we finished the year with another surplus. To make use of the funds, the division is always seeking ideas from members for new projects and programs aligned with our strategic objectives. We encourage members to bring their ideas forward to the Strategic Leadership Team (SLT).

I would like to thank division staff for their energy, hard work, flexibility, and commitment. Without them, we could not function. I'd also like to thank the 44 physicians who volunteered their time to participate in committees and working groups to help our division realize its goals. And finally, I'd like to thank the two board chairs from the past year, Dr. Dedeshya Holowenko and Dr. Ray Chaboyer, and the Board members for their support and guidance during this challenging year — I feel most fortunate to work with such a dedicated group of physicians!

Claudia Frowein
Executive Director, North Shore Division

REPORT FROM THE FORMER CHAIR

SEPT 15, 2020

I am not sure I remember life before COVID, when the world was more normal. I am so proud of the work physicians do on the North Shore and the response to the pandemic has galvanized our division to continue to provide excellent care for patients through such a difficult time. Each and every one of us have been affected, in so many ways, by this epidemic.

That being said, COVID has resulted in many positive things. Many people have rediscovered cooking dinners and game night. People are traveling less and the measurable pollution around the world has decreased. For the North Shore Division of Family Practice, many projects have been catapulted forward. Part of the success of managing COVID was the foresight and planning that had occurred *prior* to COVID. Primary care networks, technology seminars, MOA networking, focus groups, and many more activities on the North Shore have given us a solid foundation to stand strong in unsure times.

It is obvious COVID is going to be with us for a while; what we have now is a new normal. We, as physicians, are well-versed in reacting urgently to situations. However, this is not a sprint, it is a marathon. Please check in with your neighbouring physicians and see how they are doing. Check in with yourself. Be calm, be safe, be well, and carry on.

Dr. Dedeshya Holowenko
Former Board Chair, North Shore Division



Dr. Dedeshya Holowenko
Former Board Chair



MEMBER EVENTS

2019

APRIL

- 3** Dine & Learn: "Exercise as Medicine" member education event (38 members attended).
- 10** LTCI: Quality Improvement Dinner.
- 30** Hosted foundational Indigenous Cultural Safety Training.

MAY

- 24** Practice Management Event: "Getting Paid for the Work You Already Do" (64 members attended).

JUNE

- 1** CPR-HCP Recertification (13 members attended).
- 25** Dine & Learn: "Team-Based Care" (35 members attended).

JULY

- 10** MDs4Wellness: "Mindfulness in Medicine" (38 members attended).

SEPTEMBER

- 21** AGM: "Help Create Your Primary Care Network" (41 members).
- 25** LTCI: Physician Engagement Dinner.

OCTOBER

- 11** Hosted North Shore Chronic Pain Community Resource Fair (70 people attended).
- 17** Dine & Learn: "Clinical Management of Alcohol Use Disorder" (28 members).

NOVEMBER

- 20** MDs4Wellness: Fall Social Wine Tasting Event.
- 29** Division holiday party at Hollyburn Country Club.

DECEMBER

- 3** Dine & Learn: "Vaping — What a Family Physician Needs to Know" (37 members).



2019–2020

2020

JANUARY

- 31** MDs4Wellness: Mindfulness Weekend Workshop.

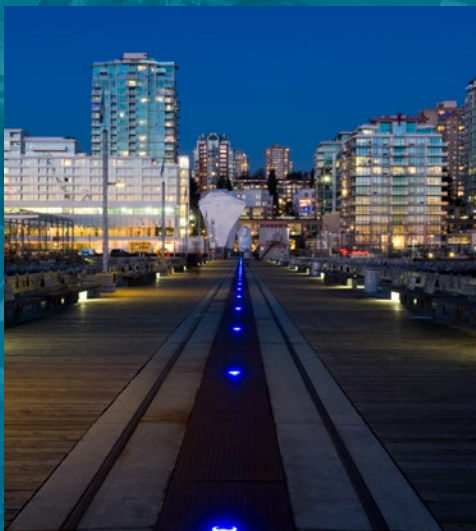
FEBRUARY

- 5** LTCI: Congestive Heart Failure Education Dinner.
- 12** Pathways Referral Tracker: “Referral Process: New Option Coming to the North Shore” (62 members and 27 MOAs attended).
- 25–27** Opioid and Chronic Pain Management project results presented at the JCC Pre-Forum and Quality Forum.



MARCH

- 3** Dine & Learn: “Billing for Paperwork and Uninsured Services” (47 members).
- 12** North Shore Opioid Crisis and Chronic Pain Management Initiative: Improving Collaboration for Optimal Chronic Pain and Addiction Care.
- 14** Opioid and Chronic Pain Management project results presented at the Quality Forum.



PATIENT-FOCUSED INITIATIVES

Improve collaboration and integration between family physicians and other health care providers

PATIENT MEDICAL HOME/PRIMARY CARE NETWORKS (PMH/PCN)

Aims

- To improve population health through access to continuous, coordinated, and comprehensive primary care by developing integrated, team-based PMH/PCNs, in collaboration with key partners such as Vancouver Coastal Health, and the Squamish and Tsleil-Waututh First Nations.
- Primary Care Networks will facilitate team-based care and will support physicians, nurse practitioners, and allied health providers to provide high quality, culturally safe, accessible care with longitudinal attachment.

Accomplishments

- Successful submission of North Shore's Service Plan June 2019 followed by pre-implementation planning while awaiting the MoH funding decision.
- Received funding approval for three North Shores PCNs in February 2020: \$11 million annually for three years!

- The ministry approved 68 new positions across the North Shore including both acinical and support roles.
- Engaged and collaborated with a wide range of stakeholders such as family physicians, VCH, Squamish First Nation, Tsleil-Waututh First Nation, all three North Shore municipalities, elected representatives, community organizations and not-for-profits, Ministry of Health, UBC, Practice Support Program (PSP), Doctors of BC, General Practice Services Committee (GPSC), allied health providers, health authority programs, specialist colleagues, and of course, community representatives — the people whom the PCN will serve.
- Continued to develop the organization and infrastructure for three North Shore PCNs.
- Began recruitment of leadership and change management staff to support the work.

Physician Lead: Dr. Dean Brown

GP LINK

Aims

- To facilitate patient attachment by providing unattached patients with information about North Shore family physicians who are accepting new patients.

Accomplishments

- Launched GP Link web platform portal in May 2019 and saw an average of 405 monthly users between June 2019 and March 2020.
- Collaborated with North Vancouver Urgent & Primary Care Centre to give visitors to the UPCC the opportunity to find longitudinal care in the community.
- To date, the GP Link initiative has assisted 12,637 community members obtain contact information for family physicians accepting new patients.

Physician Lead: Dr. Dean Brown

GP LINK STATS

NUMBER OF PATIENTS
REQUESTING A
PHYSICIAN IN 2019/20 : **4,885**

LONG-TERM CARE INITIATIVE (LTCI)

LONG-TERM CARE INITIATIVE STATS

NUMBER OF
AVAILABLE BEDS : **1,509**

NUMBER OF
PATIENTS ATTACHED
TO PHYSICIANS : **1,305**

Aims

- To collaborate with family physicians, residential care facilities, and VCH to implement five best practices in residential care:
 - 24/7 availability and on-site attendance when required.
 - Proactive visits to residents.
 - Meaningful medication reviews.
 - Completed documentation.
 - Attendance at case conferences.
- To attract more physicians to residential care.

Accomplishments

- Attached 86% of long-term care residents to an LTCI physician.
- As of March 31, there were 22 physicians participating in the LTCI program.
- Created a quality improvement (QI) grant for physicians to apply for funding to implement projects that improve patient care in long term facilities. Two QI projects are currently underway.

- Held a QI education event for LTCI physicians and facility leaders.
- Created an LTCI information booklet for facilities to include in their patient packages.
- The LTCI physicians responded to the COVID-19 outbreaks using the following strategies:
 - Physician Lead, Dr. Alireza Sameny, acted as the liaison and coordinator between VCH and the LTCI group to access the most up to date information.
 - Almost daily communications were sent to LTCI physicians with any available information on outbreaks and PPE.
 - A schedule was developed where only one LTCI physician was on-call per facility for two weeks at a time. This allowed physicians to minimize in-person contact with the facilities and potential risk of infection.
 - The LTCI, in collaboration with VCH, helped to get each facility access to an iPad and training for their staff so virtual care could be implemented and the physicians could continue proactive care.
 - Following the initial outbreaks, a debriefing was held to meet with all North Shore Medical Directors and VCH leadership to discuss areas for improvement in the event of future waves.

Physician Co-leads:

Dr. Kathy Rahnavardi
Dr. Alireza Sameny

CHILD & YOUTH MENTAL HEALTH & SUBSTANCE USE

Aims

- To increase the number of children, youth, and families receiving timely access to mental health and substance-use services and supports.
- To continue to provide a context where community stakeholders who are all working to address youth mental health can come together to build partnerships and create opportunities for systemic change.

Accomplishments

- Created and piloted a telephone consultation service for family physicians, in collaboration with North Shore Foundry psychiatrists and leadership staff.
- Completed phase 1 evaluation of the project with the goal of improving the quality and effectiveness of service.

Physician Lead: Dr. Hayley Broker



GP/SPECIALIST RELATIONS

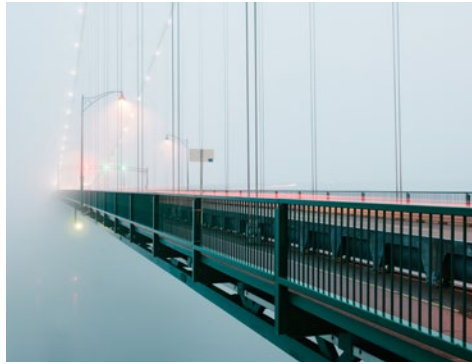
Aims

- To create more efficient medical systems through enhancing patient and physician experience and to improve relationships, communication, and collaboration between family physicians and specialists.
- To provide oversight, recommendations, and coordination for North Shore Shared Care projects.

Accomplishments

- Introduced a new specialist member to the committee.
- Researched, discussed, and advocated for an improved referral process on the North Shore.
- Provided feedback on two new referral forms (Gastroenterology and Orthopedics).
- Provided feedback to VCH project managers on a new local radiology initiative.
- Identified and welcomed new specialists on the North Shore.
- Participated in the Specialist Forum, Quality Forum, and Shared Care workshops.
- Linked with the Facility Engagement Group.

Physician Lead: Dr. Lisa Gaede



GP/GASTROENTEROLOGY

Aims

- To improve patient access to gastroenterology.
- To improve communication between family physicians and gastroenterologists.
- To increase the referral acknowledgment rate from specialists to family physicians.
- To reduce inappropriate and inadequate referrals to gastroenterologists.

Accomplishments

- Created and improved the new gastroenterology referral form based on physician feedback.
- Coordinated the integration of the updated referral form in five EMRs: Oscar, Plexia, Intrahealth, Wolf, and MedAccess.

Physicians Co-leads:

Dr. Raymond Chaboyer,
Family Physician Lead

Dr. Jin Kee Ho, Specialist Lead

OPIOID AND CHRONIC PAIN PROJECT

Aims

- To increase physicians' capacity to care for patients with chronic pain.
- To increase treatment options for patients with Opioid Use Disorder (OUD) by increasing the number of physicians with Opioid Agonist Therapy (OAT) prescribing skills.
- To improve collaboration between family physicians and specialist physicians, as well as other health care providers.

Accomplishments

- Completed the evaluation of the Gentle Movement pilot program.
- Hosted a Chronic Pain Resource Fair in October 2019 for North Shore community members and health providers to showcase the project and provide free education from a leading pain expert.
- Presented the project at the BCPSQC Quality Forum and JCC Pre-forum.
 - Adapted a Chronic Pain Pathway specific for North Shore residents which is hosted on Pain BC.

Physician Lead: Dr. Michelle Brousson

SUBOXONE AND METHADONE MENTORSHIP PROJECT

Aims

- To repatriate stable suboxone and methadone patients back to family physicians on the North Shore.
- To create a network of physicians to take on stable addictions' patients in their family practice.
- To increase the opportunity for peer education and networking around addictions treatment.

Accomplishments

- Modified and developed a curriculum for North Shore physicians on integrating suboxone and methadone into their practice.
- Rolled out the curriculum to 12 North Shore physicians. If successful, this project will increase prescribing capacity for Opioid Agonist Therapy (OAT) on the North Shore by almost 200%.
- Developed a strong relationship with the BC Centre on Substance Abuse (BCCSU) to maintain up-to-date information on prescribing practices.

Physician Co-leads:

Dr. Hayley Broker

Dr. Navad Ali

PHYSICIAN- FOCUSED INITIATIVES

Build a strong physician
community on the North Shore

COVID-19 TASK FORCE

Aims

- To lead the primary care pandemic planning and implementation for the North Shore during the COVID-19 pandemic.
- To ensure patients continue to have access to quality primary care during the pandemic.
- To support family physicians to safely provide the best possible care.
- To provide member representation at collaborative committees.
- To provide accurate, relevant, and timely information to members regarding COVID-19.



Accomplishments

- The COVID-19 Task Force was created in March 2020, in the last few weeks of the reporting period. During that time, the task force has:
 - Secured PPE for family physicians.
 - Drafted and distributed daily COVID-19 communications to members.
 - Surveyed members regarding patient volumes and clinic access.
 - Advocated for COVID-19 testing sites.
 - Created a working group to develop consolidated primary care clinics.
 - Created a working group to implement a surveillance survey.
 - Collaborated with MDs4Wellness to support networking check-ins with members.
 - Represented the division at Vancouver Coastal's Emergency Operations Committee.

RECRUITMENT & RETENTION

MEMBERSHIP STATS

236 DIVISION MEMBERS

29 NEW MEMBERS IN 2019/20

16 NEW PHYSICIANS MOVED TO THE NORTH SHORE

11 NEW PHYSICIANS (FORMER RESIDENTS) PRACTICING ON THE NORTH SHORE

Aims

- To help ensure the quantity of family physicians practicing on the North Shore matches the needs of the population.

Accomplishments

- Promoted the North Shore at several conferences for residents and new-to-practice physicians including UBC Resident Scholarship Day, UBC Practice Survival Skills, BC College of Family Physicians, and Canadian College of Family Physicians Family Medicine Forum.
- Actively recruited six new physicians to the North Shore in 2019/2020.
- Maintained a variety of orientation resources on the North Shore Division of Family Practice website: divisionsbc.ca/north-shore/work-here.
- Supported members in recruiting new physicians to the North Shore.

- Maintained and expanded a list of locums available to our members.
- Continued to develop meaningful partnerships with VCH, Health Match BC and PSP to create a network of support for members as they enter into and retire from practice.

Physician Lead: Dr. Isabelle Hughan

PATHWAYS

Aims

- To provide accurate referral resources to facilitate efficient specialist and clinic referral decisions.
- To provide up-to-date, evidence-based physician and patient resources.
- To act as a communication tool among division members.
- To maintain an online platform for relevant division clinical work.

Accomplishments

- The North Shore has 291 active users (FPs and office staff).
- The North Shore has 243 specialists spanning 39 specialties, and 71 clinics profiled on Pathways.
- North Shore user access increased by 22% between April 2019 and March 2020 compared to the previous year.
- Hired a coordinator to support the implementation of the Pathways Referral Tracker.

Physician Lead: Dr. Lisa Gaede

MEMBER EDUCATION: DINE & LEARN

Aims

- To provide family physicians with opportunities to learn and engage in dialogue about their role within the larger health care system and the system's impact to their practices.
- To allow for broader physician engagement to improve efficiencies, quality of care, and the physician and patient experience.

Accomplishments

- Enhanced relationships between family physicians, specialists, and Vancouver Coastal Health through liaising for events.
- 114 unique members attended at least one event, an increase of 39 members from the previous year.
- Held three in-person accredited events:

"Billing for Paperwork and Uninsured Services" (47 attendees), "Vaping — What a Family Physician Needs to Know" (37 attendees), and "Clinical Management of Alcohol Use Disorder" (28 attendees).

- Held the first accredited virtual Dine & Learn event: "Update on the COVID Outbreak in the Vancouver Coastal Health Region" (68 attendees)

Physician Lead: Dr. Lisa Gaede

NORTH SHORE DINE & LEARN EVENT STATS

115 UNIQUE MEMBERS
PARTICIPATED IN
DINE & LEARN EVENTS

198 TOTAL MEMBER
ATTENDEES AT
DINE & LEARN EVENTS



PRACTICE MANAGEMENT

Aim

- To support division members with quality improvement and practice efficiency opportunities in collaboration with VCH's Practice Support Program and the Doctor's Technology Office (DTO).

Accomplishments

- Piloted a virtual care workshop for a cohort of 20 physicians and their staff to create a process for virtual visits and mass patient communication.
- Created a Medical Office Assistant Network of 150+ members where we provided learning opportunities such as mental health first aid, CPR, mindfulness-based stress reduction, as well as monthly webinars and email updates.
- Provided numerous virtual care webinars, training videos, and resources to enable physicians and MOAs to work remotely.
- Created and implemented eConsent, a web-based application to provide an online option for physicians to collect consent for electronic communications

Physician Lead: Dr. Joanne Larsen

MDS4WELLNESS EVENT STATS

72

UNIQUE MEMBERS
PARTICIPATED IN
WELLNESS EVENTS

89

TOTAL MEMBER
ATTENDEES AT
WELLNESS EVENTS

MDS4WELLNESS

Aims

- To increase and promote physician wellness opportunities on the North Shore.
- To work in collaboration with Facility Engagement physicians.

Accomplishments

- Hosted seven wellness events covering topics such as mindfulness, financial literacy, physical literacy, spiritual practice, and social well-being.
- The MDs4Wellness program in collaboration with the Lions Gate Facility Engagement Group brought together 178 physicians over the course of the year.

Physician Lead: Dr. Lisa Gaede

COMMUNICATIONS AND ENGAGEMENT

Enhance the voice and influence of family physicians

COMMUNICATIONS

Aims

- To guide and implement the division's communications activities in order to enhance the voice and influence of family physicians on the North Shore.
- To provide timely and relevant updates to family physicians related to the ongoing COVID-19 pandemic.

Accomplishments

- Informed the membership of important division and community partners' updates through e-newsletters, websites, social media posts, and targeted email campaigns.
- Combined the Divisions e-newsletters, The Bulletin and Clinical Notes, into one amalgamated correspondence, The Pulse. Consistently achieved over 55% open rates for this monthly e-newsletter.

Physician Lead: Dr. Dean Brown

ONLINE NEWSLETTER ENGAGEMENT STATS

52% AVERAGE OPEN RATE BY MEMBERS



COLLABORATIVE SERVICES COMMITTEES

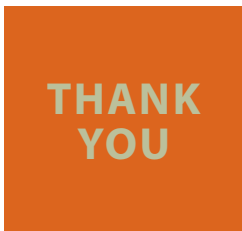
Representatives from the North Shore Division of Family Practice, VCH, Doctors of BC, GPSC, and the Ministry of Health comprise the North Shore Collaborative Services Committee (CSC), the main forum for addressing system issues and influencing primary care. In addition to CSC meetings, division leaders in the Vancouver Coastal Health area meet regularly with one another and quarterly with VCH senior leaders to address regional health issues.

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. Projects and initiatives approved by the Board are expected to be evaluated using the Triple Aim (improve the health of the population, improve both the providers' and patients' experience of care, and lower the per capita cost of care). Evaluation results and interim performance reports are provided to the Board, GPSC, Shared Care Committee, and other division funders.

ACKNOWLEDGEMENTS

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



- | | |
|------------------------|--------------------------|
| Dr. Navad Ali | Dr. Isabelle Hughan |
| Dr. Mehrtash Amini | Dr. Blanka Jurenka |
| Dr. Juanita Anderson | Dr. Anis Lakha |
| Dr. Touktam Bahri-Irai | Dr. Joanne Larsen |
| Dr. Nicole Barre | Dr. Genevieve Lauzon |
| Dr. Sofia Bayfield | Dr. Colleen Lawlor |
| Dr. Gordon Bird | Dr. Lucy McShane |
| Dr. Matt Blackwood | Dr. Aileen Moric |
| Dr. Hayley Broker | Dr. Kathy Rahnavardi |
| Dr. Michelle Brousson | Dr. Kyra Roeck |
| Dr. Dean Brown | Dr. Mitch Rubin |
| Dr. Ruth Campling | Dr. Krystine Sambor |
| Dr. Ray Chaboyer | Dr. Alireza Sameny |
| Dr. Maureen Conly | Dr. Ricard Sebba |
| Dr. Louise Corcoran | Dr. Eric Sigmund |
| Dr. Lisa Gaede | Dr. Mischa Snopkowski |
| Dr. Erin Hasinoff | Dr. Hamidreza Tabassi |
| Dr. Barbara Hejdankova | Dr. Ann Marie Thomsen |
| Dr. Jonathan Hislop | Dr. Nigel Walton |
| Dr. Julia Hlyinsky | Dr. Nicola Walton-Knight |
| Dr. Dedeshya Holowenko | Dr. Christina Weisstock |
| Dr. Marck Hudon | Dr. Veerle Willaеys |

STATEMENT OF FINANCIAL POSITION

MARCH 31

ASSETS

CURRENT ASSETS	2020	2019
Cash	\$ 476,908	\$ 494,906
Cash provided by funding	569,975	831,721
Amounts receivable	72,357	56,052
GST receivable	7,450	4,648
Prepaid expenses	21,687	12,758
	\$ 1,148,377	\$ 1,400,085

LIABILITIES

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 251,631	\$ 282,680
Wages payable	39,250	53,184
Deferred revenue	639,942	887,773
	\$ 930,823	\$ 1,223,637

NET ASSETS

Unrestricted	\$ 217,554	\$ 176,448
	\$ 1,148,377	\$ 1,400,085

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31

REVENUES	2020	2019
Government funding	\$ 1,957,693	\$ 1,803,531
GST rebate	11,802	8,834
Interest	27,699	30,912
Other	2,391	3,087
	\$ 1,999,585	\$ 1,846,364
EXPENDITURES		
Administration (schedule)	\$ 164,751	\$ 143,389
Administration personnel	387,328	367,741
Clinical programs (schedule)	450,352	415,408
Evaluation activities	70,358	55,913
Events	163,011	138,374
Marketing and communication	38,846	32,453
Meetings	18,410	23,900
Physicians	331,091	413,171
Program personnel	334,332	217,951
	\$ 1,958,479	\$ 1,808,300
Excess of revenues over expenditures for year	41,106	38,064
Net assets, beginning of year	176,448	140,796
Amortization of capital assets	\$ 0	\$ (2,412)
Net assets, end of year	\$ 217,554	\$ 176,448

TEAM

Board of Directors

Dr. Ray Chaboyer — Board Chair,
January 2020 to Present

Dr. Dedeshya Holowenko —
Past Chair, until January 2020

Katherine Bourne — Treasurer

Dr. Ruth Campling

Dr. Lisa Gaede — Director

Dr. Krystine Sambor — Secretary

Dr. Nicola Walton-Knight — Director

Operations Team (August 2020)

Claudia Frowein, MA — Executive Director

Meghan Burrows, BSc — Program Coordinator

Natalie Etemesi, BSc — Project Assistant

Dewey Evans, PhD — Evaluation Support

Barb Fiddler — Pathways Administrator

Doris Gouin — Project Manager

Afsaneh Moradi, MA — Director, PMH/PCN

Kate O'Donnell, MSc — Project Manager,
PMH/PCN

Steve Orti — Membership & Event Coordinator

Tricia Raeburn — Coordinator, Administration,
and Recruitment

Candace Travis — Practice Change Manager



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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