



2018–2019 ANNUAL REPORT

OUR COMMUNITY With a population estimate of over 248,000, Burnaby is BC's third largest city. According to the most recent community plans, the population is expected to grow annually at an average rate of 1.68% over the next decade, exceeding 300,000 persons in that timeframe.

Within the community, Burnaby has significant diversity – economically, culturally, and socially. Over 63% of its residents identify as visible minorities. Over half identify as immigrants, 16% of whom have arrived in Canada within the last five years.

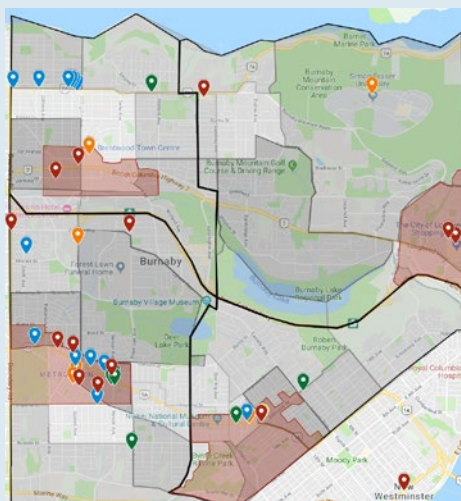
As with much of the rest of the province, Burnaby also has a significant senior population. Roughly 16.5% of Burnaby's residents are 65 and older and that population is only expected to grow in the coming years. Demographic trends such as these and others will require the local health care infrastructure to respond accordingly.

OUR MEMBERS With the need for full-service family practice ever increasing, the Burnaby Division of Family Practice is always looking to attract new members to the community. In the past year, 12 family practitioners (FPs) have been recruited to practice in the Burnaby community. In that same period, three FPs have closed practices.

The FPs practicing in Burnaby include 16 who practice in solo clinics, with the rest in either large or small group practices. Group practices vary in their composition. Some offer full-service family practice, or a walk-in service, or a combination of the two.

Geographic Distribution of Burnaby Members

Pictured below is the composition and distribution of practices across Burnaby's four neighbourhoods, with city centres and population distribution shaded.



- Family Practice (Multiple FPs)
- Family Practice (Single FP)
- Family Practice (with Walk-In Clinic)
- Health Authority Primary Care Clinic
- Population Gradient
- Walk-In Clinic

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MESSAGE FROM THE CHAIR



Dr. Charlene Lui

Dear friends,

The Chair Report typically outlines all that we have worked on and accomplished this past year at the Burnaby Division. Since you will read about much of that throughout this Annual Report, I hope you will humor me as I break from tradition and use this space instead to highlight the work of the Physician Leaders in our community. Our Physician Leaders ensure that the myriad of ongoing initiatives and projects continue to align with the needs of our patients and the needs of our Division members.

We are in a very interesting and exciting place at the Burnaby Division. After the past 18 months of PCN planning, we are poised to begin implementation. Although at times it feels like things move much too slowly, you can rest assured that your division leadership (both physicians and staff) are working feverishly on your behalf.

One of the lessons of the past year has shown that attempting to change a whole system from an 'old way' to a 'new way' of working — across multiple stakeholders and political agendas—requires a lot of back-and-forth, a lot of conversation, and a lot of patience. Your leadership team, including the Board, PCN Steering Committee, PMH Working Group, Neighbourhood Network Working Group, and CME Committee, is ever mindful of the importance of taking the time needed to get it right, while resisting the temptation to just 'get it done' and face the potential consequences of creating further barriers to access to quality care. We continue to focus on ensuring that we make things better without imposing a greater administrative burden on our physicians. We have formed strong partnerships with the City of Burnaby, Burnaby Parks and Recreation, the school district, community NGOs, Fraser Health Authority, Doctors of BC, GPSC, SGP, and the Ministry of Health, to work together to build wellness in Burnaby. Also, the Burnaby Division's position as one of the first PCN's in the province places upon us a responsibility to ensure that political mandates and pressures do not inadvertently push us in a direction that does not align with our community needs, and the needs of other communities across the province. In Burnaby, we 'go slow, to go fast'. By taking the time in conversation with our members and our partners while in the design phase, we are poised to successfully implement PCN and team-based care.

In addition to the roll-out of PCNs and team-based care, one of my priorities in the coming year is to help build and support physician leadership in

Burnaby. Each of you is already a leader in your practices, homes, and other areas of your lives. I encourage you to pick up the mantle of leadership in the Burnaby Division. Some of you may know that this year I obtained my Canadian Certified Physician Executive (CCPE) credential from the Canadian Society of Physician Leaders (CSPL). As I reflect on my personal leadership journey, I appreciate the role models, mentors, supports, and partnerships that were, and still are, essential in my own growth as a physician leader. My personal journey began with good role models like Dr. Shelley Ross, who encouraged me to take on the OB department head role at Burnaby Hospital; Dr. Karimé Mitha, who supported me as we co-chaired the department together for three years; and Dr. Davidicus Wong and Dr. Baldev Sanghera who led the initial six physicians, including myself, to initiate the Burnaby Division of Family Practice. We became the first Burnaby Division Board of Directors. During my six years on the Board of Directors, and the past four as Board chair, I have been fortunate to be surrounded by supportive colleagues, leadership partners, and many more partners across the health care and government sectors. My hope is that this supportive environment will nurture you to step into a physician leadership role. You each have the ability. I hope that we, your colleagues at the front lines of primary care at the Burnaby Division, can provide added encouragement, support, and mentorship to aid your own leadership journey.

There has never been a more important time for physicians to step forward into leadership roles. The health care system is changing,

and government and health authorities are recognizing that health care reform can't and won't happen without actively engaged physicians. They are asking for our help. That means now is the time for each of us to step forward and help chart the way. Leading in a receptive, supportive, 'we can do this' environment like we have right now, is fulfilling and meaningful. I challenge you to reach out to me, or any of the other leaders in our community, and to take a step towards helping us transform the primary health care system and to make living and practicing in Burnaby even better.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Georgia Bekiou

This has been a very busy year for the division, as we prepared for an exciting chapter of primary care innovation in Burnaby. The development of our Primary Care Network service plan was a focus throughout the spring and summer, as we worked collaboratively with our partners and many of our members to advise and shape the plan through task groups and working groups. Our members also came together at their Neighbourhood Network meetings and member events to continue to feed into the plan and provide feedback and guidance. I am happy to report that the outcome of this hard work was a robust service plan outlining the future of primary care for Burnaby.

As we negotiate PCN funding opportunities with the Ministry of Health, our members continue to explore and develop the components of our service plan. We are so grateful for the

enthusiasm and innovation that continually comes out of this shared space. We are excited to move into the next phase of this work, implementing our service plan in the coming year, and seeing the enormous potential of Burnaby's Primary Care Networks unfold.

Division activity over the last year was not limited to Primary Care Networks. Our Continuing Medical Education (CME) program continued to deliver quality sessions based on member requests; our Recruitment program supported the flow of new FPs into the community; and our Residential Care Initiative took significant strides, focusing its efforts on innovative quality improvement projects. We also had the opportunity to support MOAs, expand opportunities for our members to access team-based care support with Burnaby Health Services, and continued to support community health and wellness for Burnaby residents with the Empowering Patients Program.

We have made tremendous strides this year and the work we have accomplished continues to astound me. None of this would be possible without our exceptional Board of Directors, family physicians, and staff. Thank you to our amazing team and partners for your energy and commitment to this work.

TREASURER'S REPORT

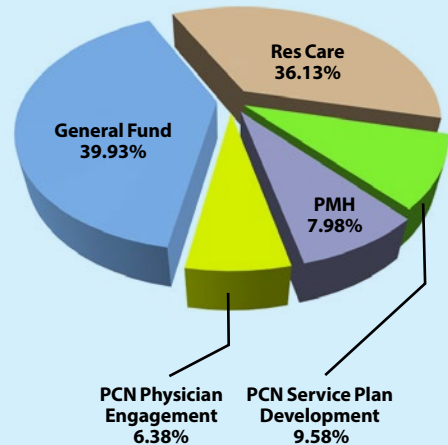


Dr. Birinder Narang

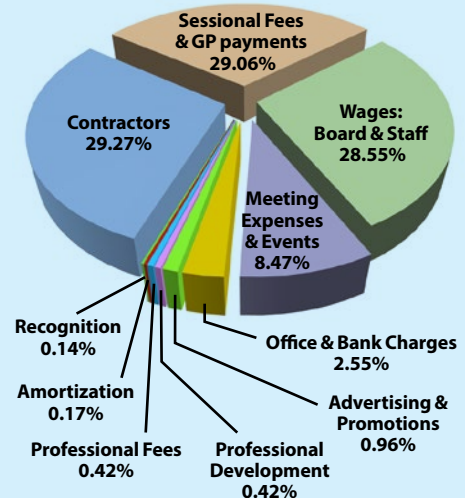
This is my first year as a Board Member, and I took on the role of Treasurer shortly thereafter. It has been a great learning experience to keep up with the ongoing changes in our collaborative work with the Ministry of Health and Fraser Health Authority as we work towards making Primary Care Networks successful in Burnaby. This increased, goal-directed work, has meant an increase in meetings, strategy sessions, and collaborative exercises, all of which have required redirection and organization of funding.

As part of ongoing responsibilities, the Board remains financially responsible for the Residential Care Initiative, the Empowering Patients Program, our Continuing Medical Education Series, and member engagement events to help support our local FPs. We have continued to manage our finances with our fiscal accountability framework to maintain our unqualified audited report. Our financial position at the end of the fiscal year was, once again, in a positive balance.

2018-19 REVENUE



2018-19 EXPENSES



PROGRAMS & INITIATIVES: PARTNERING WITH PATIENTS IN WELLNESS AND HEALTHCARE

EMPOWERING PATIENTS PROGRAM

Through our Empowering Patients Program, we have sent a clear message: family physicians care not only for their own patients, but for the whole community. We have reinforced this message by continuing to reach out to the Burnaby community through our free public talks at venues such as Burnaby's community centres and libraries.

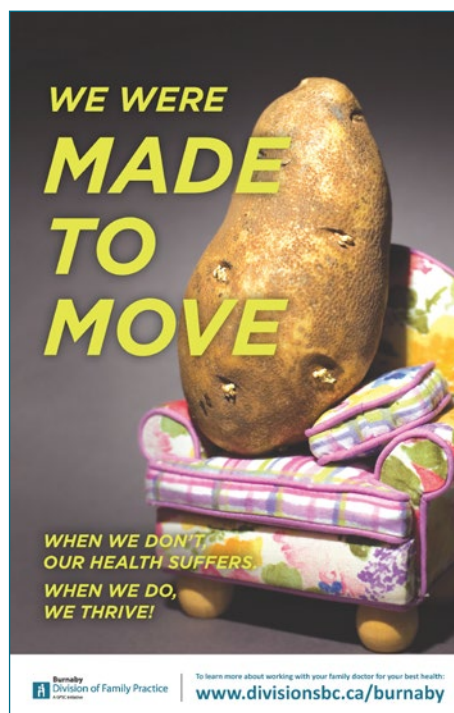
Dr. Davidicus Wong presented talks on heart disease, high blood pressure, healthy relationships, emotional wellness and positive change. Each was well-attended and received positive feedback from the audience. Every talk included a call to action: all participants were asked to share with their friends and loved ones the most important things they have learned.

Our final talk of the year was on healthy physical activity at Confederation Centre which was followed by our biggest Walk with Your Doc event ever. Many thanks to our Healthier Community Partnerships (HCP) partners, including Burnaby Parks, Recreation & Cultural Services, for supporting and promoting this event.

Our Empowering Patients videos – covering topics like alarm symptoms, the review of systems, emotional wellbeing and surviving your hospital stay – are available for public viewing through the division's website and on Pathways. Also, our PowerPoint presentations, key points handouts, posters, and videos are ready for use by any FP.

They are ideal patient education tools for CDM, complex care visits, and group medical visits.

Our materials have now been translated into other languages, with more talks planned in multiple languages in each of our neighbourhoods. Please contact us if you are interested in giving a talk in your community or if you'd like assistance with group medical visits.



HEALTHIER COMMUNITY PARTNERSHIPS

The Healthier Community Partnerships (HCP) is a partnership between The City of Burnaby, Fraser Health, School District 41, and the Burnaby Division of Family Practice, with representation from the City of Burnaby Social Planning Department, Public Health, Burnaby Health Services, the Burnaby Board of Education, and Parks, Recreation & Cultural Services. Our collaborative goal is to promote physical and emotional well-being throughout the Burnaby community. Dr. Davidicus Wong represents the Burnaby Division and shares the voice of family physicians in this partnership.

This year, the HCP Committee continued to promote healthy living in Burnaby by supporting the initiatives of our member organizations and collaborating on larger community projects including the inaugural Walk 30 Burnaby-New Westminster Challenge which successfully engaged the citizens of both cities to begin walking daily throughout April and May.



WALK WITH YOUR DOC

The goal of Walk with Your Doc (WWYD) is to promote an activity that people of all ages and ability levels can use to lead a healthier lifestyle – walking. Burnaby’s annual WWYD was held on May 10 and included more than 100 community participants and 12 Burnaby FPs. Across the province, more than 5000 British Columbians participated in walks.

In partnership with the City of Burnaby and in collaboration with Burnaby Move for Health Day, the division hosted its event at Confederation Park. Other collaborators included representatives from the Physiotherapy Association of BC, who got everyone moving with a pre-walk warm-up, and medical students from UBC’s Exercise is Medicine on Campus group.

Prior to the walk, local health advocate, Dr. Davidicus Wong, spoke to attendees about the benefits of physical activity to overall wellbeing. We were also fortunate to have former Doctors of BC President Dr. Trina Larsen Soles walk with us!



Graphic Courtesy
City of Burnaby
Social Sustainability
Strategy 2011

SUPPORTING PRACTICES

MEDICAL OFFICE ASSISTANT NETWORK



Medical Office Assistants (MOAs) are an essential part of every clinic in our community. In supporting MOAs, the division

is also supporting the work of FPs and the development of PMHs.

This past year, the division hosted a session for MOAs which included a hands-on orientation to the Pathways Centralized Community Services Hub, a resource identifying some 1200 community services and programs for patients across BC. In the same session, MOAs began to develop the patient attachment section of the Practice Policy and Procedure Manual, which will allow clinics to track new patient attachments for their Primary Care Networks.

Besides being a learning opportunity, the event also gave MOAs a platform to share their own insights and experiences, and to build relationships and improve communication with each other.

CONTINUING MEDICAL EDUCATION SERIES

The Continuing Medical Education Committee led by Dr. Mike Look, Dr. Vivian Liu, and Dr. Karimé Mitha, met frequently to review members' feedback and member-identified needs to carefully select topics, source speakers, and confirm learning objectives for each CME session. In all, nine sessions were delivered over the past year, covering a variety of topics such as Population-Based Funding Models, Cannabis for Medical Purposes, and Allergy and Immunology.

The series gives FPs an opportunity to come together, network, and learn about select topics of interest. We look forward to continuing the series, offering frequent and convenient educational sessions to our members.

PATHWAYS

Pathways gives more than 6000 users across the province immediate access to 4600 specialists, 1100 clinics, and 2200+ patient/physician resources.

2018 saw the launch of the enhanced Community Services section, which provides a filterable breakdown of more than 1200 community services and programs across BC. The Pathways provincial team spent several months compiling existing services/resources and reaching out to communities to ensure users had access to an extensive pool of information to better service patients. Training was provided to both FPs and MOAs on this helpful resource.

The division has an ongoing commitment to ensure users' confidence in data relevance and accuracy by employing an experienced MOA to manage Burnaby data throughout the year. Pathways Physician Lead, Dr. Alex Borwein, provided physician guidance and insight into the development of this essential resource.



Graphic Courtesy
Burnaby School District

RECRUITMENT & RETENTION

As in previous years, the division continued to provide recruitment services for FPs interested in joining the Burnaby community. Coordinated by the division, interested FPs were matched with Burnaby practices seeking a permanent or locum physician. In total, 12 FPs were recruited to the Burnaby community over the past year.

The division participated in UBC's Practice Survival Skills Conference; an annual one-day event offered by UBC's Faculty of Medicine for new-to-practice physicians. A networking opportunity and an educational event, the division promoted the Burnaby community and its practice opportunities to event attendees.



RESIDENTIAL CARE INITIATIVE

This year, the Residential Care Initiative (RCI) Physician Lead, Dr. Mike Look, and working group members, Dr. Moira Bradford, Dr. Bruce Davey, and Dr. Azim Ladhani, focused their efforts on developing and implementing tools to support FPs providing care to patients. Burnaby is unique in that there is only one residential care facility that is owned and operated by Fraser Health. The other 10 facilities are contracted out to different providers. This has historically resulted in different operating models for staff and physicians. Burnaby's Residential Care Initiative brought together the Directors of Care and Nurse Managers of seven facilities working collaboratively with RCI FPs, to produce the following:

- Standardized orientation for new family doctors providing residential care were developed to better orient new FPs to facility staff and operations, ensuring greater communication between parties, and assisting the FP in delivering care to patients. A stronger relationship has also helped facilities retain FPs in the long term.
- Improved communication tools, education, and guidelines for nursing staff to enable them to differentiate urgent and non-urgent issues, and to ensure both nursing and support staff know when and how to communicate with physicians. These standard principles will be implemented in Burnaby care homes in the coming year.
- Standard resident move-in principles were developed that streamline admissions, increase efficiency, reduce error, and most importantly, ensure families and FPs are supported so that care expectations are aligned. This process will be implemented in Burnaby care homes in the coming year.

Looking forward, the RCI's goal for the next year will be to address the scheduling and design of care conferences. With increasing patient acuity in residential care facilities, the hope is that care conferences will be more streamlined, more effective, and better able support families, physicians, and care homes to provide the best care possible for patients.

LOOKING INTO THE FUTURE: TRANSITIONING PRIMARY CARE NETWORKS IN BURNABY

SERVICE PLAN DEVELOPMENT & SUBMISSION

After many months of collaboration and hard work with Burnaby FPs, including input from our Patient Medical Home Working Group, Burnaby Health Services and community partners, a holistic, physician- and patient-centred three-year service plan for primary care transformation in Burnaby was submitted to the Ministry of Health on August 10, 2018. The Patient Medical Home (PMH) Working Group includes Dr. Andrew Wong, Dr. Baldev Sanghera, Dr. Marvin Lemke, Dr. Charlene Lui, Dr. David Sutcliffe, Dr. Karen Gill, and Dr. William Rife. The plan detailed the health and wellness services, staffing, process, and technological changes necessary to establish PCNs that can address the specific health and wellness needs of Burnaby's residents.

Based on the submitted service plan, PCNs will be built on three transformational pillars:

- Transform FP practices towards PMHs and integrate PMHs into FP practice networks
- Transform Health Authority services to integrate with PMHs and provide nursing and allied health services closer to patients and physician practices
- Transform community wellness and prevention services to integrate with FP and HA primary care services

On January 24, 2019, the division held a member event to present, discuss, and seek endorsement of the PCN Service Plan that received funding approval from the Ministry of Health. The event saw strong attendance from local physicians, who were briefed on the potential resources coming to the Burnaby community as part of the ministry's funding for PCNs. Those resources include:

- Allied health resources for FP practices
- Salaried FPs and Salaried Nurse Practitioners (NPs) for your practices
- Incubator clinics
- Urgent primary care clinic (UPCC)
- Integrated community services

The membership endorsed the PCN Service Plan. Based on member feedback, the division continued its work on finalizing funding agreements with the MoH and FHA in the remaining months of the fiscal year. The agreements are expected to be finalized in the spring of 2019. PCN implementation will follow and should continue into 2021.

FAMILY PHYSICIAN NEIGHBOURHOOD NETWORKS

The neighbourhood networks strategy brings together 'neighbourhoods' of closely situated FPs who are attuned to the socioeconomic, cultural, and health care needs of their local community and work collectively to improve primary care delivery.

The networks allow FPs to set priorities and make decisions regarding their communities. Discussions in network meetings have so far identified opportunities for physician-to-physician shared care and team-based care integration with Burnaby Health Services, as well as priority populations for allied health service needs. The networks also create connections between PMHs.

Neighbourhood networks enable relationship building among FPs, breaking down silos, and enabling support networks between physicians.

This past year we saw the continued development of the Edmonds and Metrotown networks as well as the launch of the Hastings/Brentwood network. Critical to these successes were Physician Leads Dr. Baldev Sanghera (Edmonds), Dr. Thomas Wu (Hastings/Brentwood), Dr. Marvin Lemke (Metrotown), and Dr. Bill Rife (Metrotown). Future network opportunities include engagement with the Burnaby Health Authority on development and design of potential service integration between practices and allied health staff within the networks.

TEAM-BASED CARE

Last year's Primary and Community Care Registered Nurse (PCCRN) pilot program was expanded from two pilot clinics to include an additional 14 clinics.

The PCCRN functions as the primary contact and provider of direct home care nursing services. These services include at-home assessment and examination, simple wound care, injections, initializing ongoing care plans, and educational services. Nurses also provided case management, which included referral to other health services and support for system navigation.

The expanded PCCRN program now comprises a team of physiotherapists, occupational therapists, and social workers; together they constitute the Primary and Community Care Team (PCCT). Each PCCT works collaboratively with FPs as members of a multidisciplinary team, responding in a timely manner to the needs of the patient. In the coming year, more Burnaby practices can expect to have access to PCCTs in their offices.



COMMUNITY ENGAGEMENT

The last year saw our division, and its members, develop ever deepening ties with the Burnaby community.

As a standing member of the Healthier Community Partnership Committee (HCP), division leadership continues to gain a better understanding of the work of civic government and the many community-based organizations that provide a broad range of health and wellness related services to our patients and all Burnaby citizens. It has afforded us the opportunity to work together with these partners to drive wellness in the community and ensure that primary care in Burnaby is understood and optimized within the process.

Development of Primary Care Networks in Burnaby signalled a new level of engagement and partnership. The division and Fraser Health sought, from the outset, to engage with the broader community in a meaningful way from the earliest stages of PCN development. The community is a full-fledged participant in

what has become a tripartite partnership, something that is unique among the PCNs that have formed to date. Already, the Burnaby community presence has created a new understanding of the opportunities to work better together across the spectrum of wellness.

Through these initiatives, FPs in Burnaby have become ever more connected to the community as a whole and to the agencies and service providers that often care for their own patients. What started as a growing understanding of how everyone works is fast becoming an ongoing effort to work effectively together, and to better support our patients.

In 2018, the division established the Community Connection Working Group, led by Dr. Charlene Lui, Dr. Davidicus Wong, and Dr. Baldev Sanghera, to better understand the many ways we can successfully connect with the community. We appreciate the tremendous value and potential that comes with strong community ties and look forward to building on the foundation that has been laid.



BDFP BOARD OF DIRECTORS

Dr. Charlene Lui, Chair
 Dr. Davidicus Wong, Vice Chair
 Dr. Birinder Narang, Treasurer
 Dr. Lindsay McCaffrey, Secretary
 Dr. Leandre Powys, Director



STAFF & CONSULTANTS

Georgia Bekiou, Executive Director
 Erica Corber, Residential Care Lead
 Leona Cullen, Division Coordinator
 Manny Sahota, Program Administrator
 Vaven Kandola, Residential Care Project Support/Recruitment & Retention Coordinator
 Roxana Matasa, Accounting Support
 Robert Wright, Consultant
 Jeff Malmgren, Consultant

ACKNOWLEDGEMENTS — THANK YOU TO OUR FPS

Many Burnaby FPs have contributed to the work of the division over the last year and we want to acknowledge and appreciate those contributions. The following physicians participated in working groups, task groups, and advisory committees. Thank you for your time, ideas, timeless commitment, energy, and support.

Dr. Alex Borwein	Dr. Lindsay McCaffrey
Dr. Moira Bradford	Dr. Karimé Mitha
Dr. Leo Dai	Dr. Jennifer Moore
Dr. Bruce Davey	Dr. Birinder Narang
Dr. Michael Healey	Dr. Khai Phan
Dr. James Hii	Dr. Leandre Powys
Dr. Namrata Jhamb	Dr. William Rife
Dr. Azim Ladhani	Dr. Baldev Sanghera
Dr. Marvin Lemke	Dr. Andrew Wong
Dr. Billy Lin	Dr. Davidicus Wong
Dr. Vivian Liu	Dr. Yuchen Wu
Dr. Michael Look	



We would like to thank all our members who participated in Neighbourhood Network meetings, annual meetings, CMEs, Walk with Your Doc, and other initiatives throughout the year. Taking the time out of your busy lives to bring your engagement, experience, and enthusiasm to these events makes us stronger as a community. We would also like to thank you for your continued feedback and recommendations that help us improve our service to you.

Burnaby Division of Family Practice

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

www.divisionsbc.ca/burnaby