



**South Okanagan Similkameen  
Division of Family Practice**  
A GPSC initiative

*Keremeos — Oliver — Osoyoos — Penticton — Princeton — Summerland*



*Building strong and dynamic communities of practice  
for over 10 years*

## **South Okanagan Similkameen Division of Family Practice 2019 Annual Report**

*April 1 2019 - March 31 2020*

**Front cover:** Ponderosa Primary Care Centre, South Okanagan  
Similkameen Division of Family Practice and Interior  
Health Staff.

**Photo credits:** Iannone Photography: pages 15, 19 (top)  
Photography by Chris: page 4 (top)  
Carl Dubeau: pages 6 (top) 17, 18

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# BOARD CHAIR AND EXECUTIVE DIRECTOR'S MESSAGE

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As we start our 10th year as an organization, the South Okanagan Similkameen Division of Family Practice has a lot to celebrate.

Looking back, we started with one part-time staff member and high aspirations, but had no real experience harnessing the collective voice of primary care in our region.

Jump forward to 2019, and family physicians now have a strong voice in healthcare in our region. With support from the Division, physicians, nurse practitioners and midwives are influencing patient care at all levels in the health system.

This year, the Division ventured into clinic management, and continues to support inpatient, maternity, mental health and substance use, and long-term care coordination in our region. We are among the leaders in the province to implement team-based care, and are working with partners to create better information from inbetween EMRs with the health authority and partners.

The pandemic required a fundamental shift in the delivery of primary care and our quick response across all areas of the local care networks helped protect our communities.

We will continue to engage our membership to strengthen our family practice network and strive to be the most attractive region to practice medicine.

Thank you to our strong network of primary care providers, who continue to provide exemplary care of the community and each other in these extraordinary times.

—— Dr. Greg Selinger, SOS Division of Family Practice Board Chair  
and Tracy St. Claire, Executive Director

## ● Vision

A community of primary care physicians who are active, collaborative partners in promoting practical and innovative solutions to local community health needs built on a foundation of primary care excellence.

## ● Mission

To engage and support primary care physicians as collaborative and trusted partners to improve comprehensive primary patient care by promoting and strengthening the physician voice and influence on innovative local healthcare delivery.

## ● Aim

Foster a strong and healthy community of family physicians.

Improve the health of our communities.

Enhance the quality of patient care and the primary care relationship.

### Physicians Supporting Physicians

- Attract and retain physicians to meet primary healthcare needs
- Provide educational opportunities to strengthen skills, knowledge and leadership
- Foster peer support, mentoring and networking
- Strengthen the interconnectivity between primary, specialists, and other healthcare providers
- Support residents and newly practicing physicians
- Improve GP satisfaction and work/life balance

### Physicians Influencing the System

- Support meaningful physician leadership in primary care planning
- Improve access to primary care in rural communities and for vulnerable patients
- Identify local needs and advocate for improvements
- Maximize strategic partnerships and collaboration to pursue common goals
- Work with our partners to build a sustainable primary healthcare system

### Physicians Working with Health Providers

- Foster partnerships to increase coordination of services and enable team-based care
- Optimize resources that support care being provided by the right provider, at the right time, and in the right place
- Collaborate in the development of technological solutions to improve patient care and communication
- Improve efficiencies and build primary care capacity
- Utilize quality improvement principles, best practice and the use of technology to better support clinical projects to improve patient care

## ● Values and Principles ●

Physician Health and Wellness ——— Collaboration and Partnership ———  
——— Physician Leadership and Best Practice ——— Quality Improvement, Creativity and Innovation  
Integrity and Transparency ——— Patient-Centred Care ——— Supporting Rural and Urban Physicians

## Recruitment, Retention and Retirement Planning

The SOS Division advertises practice opportunities on leading physician recruitment websites, and collaborates with Health Match BC and Interior Health physician recruitment to successfully place new providers in our region.

When the SOS Division identifies a potential new provider, we connect to find out more about their needs and interests, prior to introducing them to clinics.

We then offer personalized tours and introductions as desired, and support new-to-practice physicians with clinic set-up and workflow.

For physicians planning to retire, SOS Division staff can help prepare their practice with checklists and templates to make the process a little smoother.

In 2019, all of the Divisions of Family Practice in B.C.'s interior started collaborating on regional recruitment initiatives, with our own Physician Recruitment Specialist, Riley Gettens, leading that work.

**We've had many successes in the 2019-20 year, and extend a warm welcome to:**

- Dr. David van de Vosse
- Dr. Michelle Linekin
- Dr. Tim Bowen-Roberts
- Dr. Jessica Pow
- Dr. Fereidoon Kavosian
- and Nurse Practitioners: Angel Macdonald and Jessica Baskerville

### SOS Division Recruitment Team



*Julie Young*



*Riley Gettens*



# MEMBER SERVICES



Top: MOAs having a blast at one of two MOA events held in 2019.  
Bottom left: Dr. Margaret Myslek with MOAs from Bridgeside Medical Clinic at the PathwaysBC launch in December 2019.

Bottom right: UBCO Faculty of Medicine residents on a skiing outing.



## Clinic Supports

The SOS Division continues to support all clinics in our region, including well-received panel management and EMR clean-up sessions for physicians and MOAs. Our panel assistants provide on-site clinic support to take deep dives into office EMRs, work that is GPSC-contracted and important for everything from generating accurate billing to helping recruit new physicians, and achieving Primary Care Network goals.

### MOA Supports:

The SOS Division also provides education opportunities and training for MOAs, including hosting networking and information events, and providing day-to-day support for MOAs to answer questions about billing and other workflow issues.

We also introduced the "MOA Corner" on our website, which supports our MOAs through job opportunities, event details and other insightful information.

## CME Coordination

The Division's CME program is accredited by the College of Family Physicians of Canada under the category of Small Group Learning each year. Highlights of this year's offerings include:

- The 2019 Long Term Care Summit in May with Dr. Trevor Janz
- The launch of PathwaysBC in December with Dr. Tracy Monk
- An evening at Foundry Penticton in March with Dr. Marria Townsend from TransCareBC on Gender Affirming Primary Care.

## Physician Leadership

Each year the SOS Division sponsors 1-2 physicians to complete the Leadership and Management Development Program at Simon Fraser University. This program, coordinated by the General Practice Services Committee (GPSC), is delivered over five extended weekends at SFU's Segal Graduate School of Business in Vancouver.

The objective of the program is to build the leadership and management capacity of Divisions of Family Practice. Each year's cohort of 20-30 physicians studies topics from governance and strategic leadership to financial management. In 2019-20, Drs. Margie Krabbe and Kevin Hill completed the program, joining fellow graduates Drs. Mark Baillie, Jennifer Begin, Colleen Black, Ron Gans, Claire Kuzmochka, Tim Phillips, Cathy Rooke, Greg Selinger, and Murali Venkataraman.

### *Success by Numbers:*

- 11** Local physicians have completed the SFU leadership training
- 69** MOAs attended one or both of this year's education/appreciation nights



# NETWORKS AND INTEGRATION

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(Above) Ponderosa Primary Care Centre, the South Okanagan's first PCN clinic, opened its doors in Penticton on Nov. 4. Ponderosa Clinic Lead Kelly Hawes cut the ribbon at the clinic's celebratory grand opening on Nov. 29.  
(Below) Ponderosa, Interior Health and Division staff.



# NETWORKS

## Primary Care Network

Designed with the goal to strengthen the existing provider network, the PCN introduces a team-based approach to healthcare and prioritizes sharing the workload, patient attachment, and preventing patient detachment so healthcare providers may transition to retirement with peace-of-mind.

A partnership between the Division, Interior Health and local Indian Bands, the PCN initiative received Ministry of Health funding in early 2019. Ponderosa Primary Care Centre, the region's first PCN clinic, opened its doors Nov. 4.

The clinic offers extended hours, and in January 2020 began opening on weekends. A collaborative practice agreement between physicians and nurse practitioners provides space for same-day appointments for patients.

And other clinics have begun receiving PCN resources as well, with nurse practitioners joining Penticton practices, and two social workers splitting their time between clinics in Penticton and Summerland.

The PCN Steering Committee has approval for additional resources, to be recruited into Penticton and Summerland in the coming years for:

- 6.2 General Practitioners
- 1 Social Worker for MHSU outreach
- 1 Pharmacist

### What's Next?

Over the next three years, PCN resources will begin expanding across the region and upwards of 22 new healthcare providers will join our network as a part of the SOS Rural Growth Plan.

There have been over 55 meetings to date for this exciting initiative.



### Working as a Team:

6	Family Physicians
1.5	Nurse Practitioners
2	Registered Nurses
1	Social Worker
.5	Dietitian
.5	Occupational Therapist
1	Physiotherapists
715	Patients Attached
7	MOAs

#### Fairview Medical Clinic

2 Nurse Practitioners  
.5 Social Worker  
470 Patients Attached

#### White Clinic

.5 Social Worker  
20 Patients Attached

#### Rosedale/Kelly Ave Clinics

1 Social Worker  
62 Patients Attached

#### Martin Street Outreach Centre

1 Nurse Practitioner  
227 Patients Attached

#### Penticton Indian Band

.5 Nurse Practitioner

# NETWORKS



(Above) A care conference taking place at Dr. Andrew Pavillion in Summerland, using a newly developed conference model. In attendance are family members, a care aide, the resident, the care conference coordinator and a physician.



(Top) left to right: LTC Physician Champions: Dr. Jennifer Begin, Dr. Elizabeth Watters, Dr. Richard Tatham, Dr. Mark Lawrie (Penticton); Dr. Peter Bennett (Summerland); Dr. Margaret Myslek (Oliver); Dr. Robert Calder (Osoyoos); Dr. Marina Louw (Keremeos); Dr. Marlin Samuels (Princeton)  
(Left) Dr. Trevor Janz and Dr. Khati Hendry at the 2019 SOS LTC Summit

## Inpatient Programs

The SOS Division continues to support inpatient services in our regional hospitals. Physicians in Oliver, Osoyoos, and Princeton organize their Doctor of the Day schedules, while the Division manages their network incentives and compensation.

In Penticton, the SOS Division works with the Department of Family Medicine to support family physicians and NPs providing care for their own patients at Penticton Regional Hospital by managing the Doctor of the Day schedule and the funding streams which support it.

This year, we're thrilled to announce that the GPSC renewed their commitment to support the program with an additional \$500,000. This program will continue to be contracted through the Division to provide inpatients care for unattached patients.

## Long-Term Care

For the first time in recent years, all 13 care homes across our region have enough capacity to cover all new long-term care patients in need of a provider via robust provider teams at each care home.

Physicians, nurse practitioners, care homes, patients, and families are all relieved that this is no longer a stressor. Through the long-term care new patient attachment incentive, 236 long-term care patients were attached in the region in the 2019/20 year.

Plus, with enough providers dedicated to each facility, care home teams are better able to work on quality improvement initiatives like standardizing pre-arranged rounds, better coordinating care conferences, streamlining admissions, warm handovers, and meaningful medication reviews with the pharmacists.

The LTC Initiative is creating an increasingly sustainable model of care that values longitudinal therapeutic relationships, collective primary care community response, and collaborative multidisciplinary group problem solving.

## *Success by Numbers*

**91%** of LTC patients were seen proactively by their physician at least four times in one year.  
**236** LTC patients were attached in 2019-20, thanks to the LTC Patient Incentive.

There has been a **46%** drop in ER visits by LTC patients in Oliver/Osoyoos due to an increase in provider follow-ups on inappropriate transfers.

**95%** of family practice providers are practicing LTC and involved in the LTC initiative.  
**65%** of LTC providers have **5+** patients in one facility



# NETWORKS



## · FOUNDRY · PENTICTON

*" This community has demonstrated a strong commitment to working with young people to ensure that their needs will be met. "*

*Pamela Liversidge, acting  
Executive Director,  
Foundry Penticton*

(Above) Municipal, provincial, federal and Indigenous leaders join new Foundry representatives at the youth centre's grand opening on July 4, 2019.

(Bottom) Team members of the South Okanagan Maternity Centre, including (from left): Kerry Rollison, Dr. Jennifer Begin, Dr. Tara Dawn, Dr. Marius Snyman, Dr. Jackie Bourdeaux, Dr. Lisa Friesen, midwife Susie Lobb, and Dr. Catherine Botting.



*" Having this team-based clinic open is a great opportunity for providers to share their knowledge and for patients to benefit from standardized care. "*

*Dr. Catherine Botting, SOMC family  
physician*



## Foundry Youth Centre

Operated by OneSky Community Resources and working in partnership with other community and provincial partners, Foundry Penticton, a one-stop-shop for youth age 12 - 24, opened its doors July 4.

The \$1.2 million centre joins eight other sites across British Columbia and provides youth with access to a variety of health care services, including mental health, substance use, primary care and social services such as counselling.

The Division supports 10 physicians who cover two half-day shifts at the Foundry.

## South Okanagan Maternity Centre

This team-based clinic is staffed by five physicians and one midwife, and provides interdisciplinary care for women from early pregnancy through to birth, as well as post-partum/newborn care. With SOS Division administrative and billing support, providers pool billings and share calls to maintain a fair workload and compensation model for everyone.

This year, the SOMC transitioned to a full EMR model, meaning easier, safer access to patients' files.

## Patient Attachment List

In 2019, the SOS Division set up a centralized patient waitlist on its website to ensure equitable attachment, and to reduce the burden of patient inquiries at family medicine clinics.

There are 21 physicians and NPs throughout our region who attach patients from this waitlist.

More than 1,500 patients have been sent to providers in Penticton, Summerland and Okanagan Falls, with more attachment ongoing throughout the region to both new and existing providers.

## Innovation Hub

Started in 2018, this project is a partnership of the SOS Division, Ministry of Health, Interior Health and Telus to develop EMR solutions based on clinical practice needs. In essence, it will ensure that information can flow between EMRs, including MediTech, so that primary care teams can seamlessly communicate and link to acute care and other service providers.

We are now in phase 2 of this exciting initiative.

### We're piloting five solutions in local clinics:

1. **CDX/MedDialog Phase 1:** establishing a clinical communication network so that clinicians can share more complete and accurate patient information.
2. **CDX/MedDialog Phase 2:** enhancing sharing between acute and primary care systems.
3. **Merged EMR Patient Database:** improving clinicians' ability to access patient information.
4. **Data Analytic Tools:** Improving analytics to inform our improvement projects.
5. **Forms Development:** a single library of forms easily accessible by the entire SOS region.

# NETWORKS

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(Above) Surgical Optimization Ask a Specialist/Tell a Specialist CME, which took place Oct. 2, 2019.

(Below) There was a great discussion surrounding Innovation Hub at a meeting on Jan. 23, 2020.





## **Surgical Optimization**

During the first phase of this Division project, a 2018 analysis indicated that 12.5% of patients developed perioperative hyperglycemia prior to surgery at Penticton Regional Hospital. It was also determined that only 60% of the diabetic patients slated for surgery had received a recent hemoglobin A1C (HbA1c) test during the studied time period.

This inspired implementation of a Glycemic Algorithm, which prompts GPs and NPs to measure patients' levels at the time of a surgical referral. If those measures exceed a specific threshold, local patients now receive consults, treatment, and optimization advice from the Diabetes Education Centre or Internal Medicine specialists prior to surgery.

### **What does this mean?**

Patients and providers are given the opportunity to leverage surgical wait-times to optimize glycemic levels prior to surgery.

This project successfully improved efficiency in the surgical pathway, developed a mechanism to prevent avoidable delays and cancellations, and improved patient and provider satisfaction through the development of clear processes to support improved surgical outcomes.

## **Shared Care Frail Elderly Discharge from Emergency**

Patients who visited the Penticton Regional Hospital for non-acute reasons, including failure to thrive or cope, frailty, weakness, and falls are followed up by the newly integrated Quick Response Team within 24-48 hours of their visit. Made-up by a team of nurses and other allied healthcare professionals, the QRT also assists patients referred by their physician or other healthcare provider at participating primary care clinics. Providers can make a direct referral to the QRT for patients who are in or approaching crisis, but who are medically stable.

The Division is striving to support our partners to expand the QRT throughout the region following ongoing provider/patient feedback through UBCO-conducted surveys.

## **Rural Projects**

Since community workers were added to the primary care teams in Princeton and Keremeos in 2016, there has been a reduction of emergency department use, improved access and follow up, and referrals to appropriate social services. This patient-centered service has addressed social health barriers and inequities while also facilitating patient attachment.

In addition, SOS Division has been communicating with other rural Divisions across the province to network, share and to help shape rural primary care delivery, including examining the impact of Primary Care Networks on rural communities in anticipation of integrating into the SOS's rural communities.

In early spring 2019, SOS Division partnered with the Rural Healthcare Community Coalition and community paramedics to present free-to-the-public naloxone training in Oliver, Osoyoos, Princeton and Keremeos.

# PARTNERSHIPS

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The SOS Division works collaboratively and in partnership with many organizations in order to facilitate healthcare improvements.

## **Collaborative Services Committee**

This committee brings forward healthcare service and systems-based issues of concern, co-determines priorities, co-designs solutions, and influences system re-design whenever possible. Membership includes SOS Division staff and primary care providers, Interior Health, First Nations and GPSC representation.

## **Shared Care Steering Committee**

This committee guides Shared Care projects, which involve family medicine and specialist physicians working together with the health authority and other community partners to improve patient outcomes and provider satisfaction. Membership includes SOS Division staff, primary care providers, specialists and Interior Health leadership.

## **Rural Healthcare Community Coalition**

The SOS Division formed a community healthcare coalition, which brings together rural healthcare practitioners, municipal governments, First Nations, Allied Health and additional community organizations, for monthly meetings to discuss ways to improve and sustain patient-focused care.

## **Other key partnerships include:**

**Medical Staff Associations** at Penticton Regional Hospital, South Okanagan General Hospital and Princeton General Hospital, which, working with Interior Health, are responsible for physician engagement and facility improvements.

**Interdivisional Strategic Council (ISC)**, which brings together the SOS Division and 7 other Divisions within Interior Health for quarterly meetings.

**General Practice Services Committee (GPSC)**, which brings together all Divisions in the province for an annual summit and other learning opportunities.

**Rural Coordination Centre of BC (RCCbc)**, which provides Primary Care Network equity funding for rural communities.

**Practice Support Program (PSP)**, which provides education and practice supports for physicians.



2019-2021  
Family Medicine Residents



Dr. Jessica  
Luksts



Dr. Deanna  
Kerrigan

(Above) Drs. Nolan  
Rau (left), Kyle  
Stevens  
(middle), Murali  
Venkataraman (right)



Dr. Andie Guebert



Dr. Maryam Garabedian

(Below) Graduation  
celebrations at  
Linden Gardens.



2019  
Family Medicine Resident  
Graduates



(Above) Drs. Tyler Murphy (left) &  
Andrew Ashley (right)  
(Bottom) Drs. Zuzana Praslickova  
(left) & Rebecca Psukta (right)



# PARTNERSHIPS

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## Martin Street Outreach Centre

Martin Street Outreach Centre is an innovative partnership between the Division and Interior Health, which allows people dealing with mental health and/or substance use issues to access multi-disciplinary health services in one low-barrier location. Since opening in 2015, it has attached more than 1,100 patients who regularly receive primary care at the Centre. Looking forward, it is planned that Martin Street will be sustained as part of the Primary Care Network initiative. Providers who worked at the clinic during the past year include: Drs. Peter Entwistle, Lisa Friesen, JoyAnne Krupa, Leslie Lappalainen, Cathy Rooke, Kyle Stevens, David Stoll, Murali Venkataraman, Sam Van Horn, David Van Den Berg and NP Angel Macdonald.

## UBC Okanagan South Family Medicine Residency

The SOS Division continues to support this partnership, which welcomed a fourth cohort of residents to the two-year Family Practice Residency program. 2019 graduates of the program, Drs. Tyler Murphy, Andrew Ashley, Zuzana Praslickova and Rebecca Psukta.

Contributing physicians include: Site Director, Dr. Margie Krabbe; Faculty Development and Behavioural Medicine, Dr. Mark Lawrie; Curriculum Lead, Dr. Murali Venkataraman; Assessment and Evaluation, Dr. Khati Hendry; Scholarship, Dr. Evelyn Cornelissen; and Resident Wellness Mentor, Dr. Danielle Weisgarber.

Family Practice Lead Preceptors include: Drs. Elizabeth Allen, Jennifer Begin, Peter Bull, Jack Kooy, Margie Krabbe, Mark Lawrie, Barb Main, Robin Masson, Tim Phillips, Greg Selinger, Kyle Stevens, Murali Venkataraman, and Elizabeth Watters.

*Success by Numbers*

100

1,100

Persons with Persistent Multiple Barriers applications completed in 2019

Patients attached at Martin Street Outreach Centre, since opening in 2015



### Capacity Assessment CME

## Continuing Medical Education

**South Okanagan Similkameen: Long-Term Care Summit**

May 7th, 2019

Kaleden

**Serious Illness Conversations**

Jun. 13th, 2019

Penticton

**Perceptor's Evaluation**

Oct. 1st, 2019

Penticton

**Surgical Optimization**

Oct. 2nd, 2019

Kaleden

**Capacity Assessment**

Jan. 22nd, 2020

Kaleden

**Eating Disorders**

May 16th, 2019

Penticton

**AGM & Billing**

Sept. 10th, 2019

Kaleden

**Pathways**

Dec. 3rd, 2019

Penticton

**Gender Affirming Primary Care**

Mar. 4th, 2020

Penticton



# MEMBERSHIP

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## Board of Directors



Dr. Greg Selinger  
(Chair)



Dr. Kevin Hill  
(Vice Chair)



Dr. Tim Phillips  
(Physician Lead)



Dr. Alan Gow  
(Secretary +  
Treasurer)



Dr. Colleen Black



NP Viola Brown



Chris Hawkins



Eliza Terbasket



Dr. Said Jumaa

## Retiring or Transferring Physicians

A heart-felt thank you to:

Dr. Alistair Bannerman

Dr. Peter Bull

Dr. Sheila Kindberg

Dr. Kevin Wilson

## Primary Care Providers New to Our Region

A warm welcome to:

Dr. David van de Vosse

Dr. Michelle Linekin

Dr. Tim Bowen-Roberts

Dr. Jessica Pow

Dr. Fereidoon Kavosian

Angel Macdonald (NP)

Jessica Baskerville (NP)



## Primary Care Providers in Our Communities

### Keremeos

Dr. Mark Baillie  
Dr. Michael Biggs  
Dr. Marina Louw  
Dr. Ifeju Omojuwa  
Dr. Gerald Partridge  
Dr. David Van de Vosse  
Dr. Josh Webb

### Oliver

Dr. Andrew Daly  
Dr. Ansunette de Vries  
Dr. Elzaan deWitt  
Dr. Peter Entwistle  
Dr. Steven Evans  
Dr. Tarinder Grewal  
Dr. Negar Hafizi  
Dr. Mark Hamilton  
Dr. Kevin Hill  
Dr. Stuart Johnson

Dr. Claire Kuzmochka

Dr. Margaret Myslek  
Dr. Alan Ruddiman  
Dr. David Shaw  
Dr. Diana Silva  
Dr. Madia Smallwood  
Dr. Robert Swan

### Osoyoos

Dr. Jaco Bellingan  
Dr. Robert Calder  
Dr. Matthys De Vries  
Dr. Schalk DeWitt  
Dr. Pardeep Dhillon  
Dr. Alan Gow  
Dr. Lorraine Kane  
Dr. Jayden McIntyre  
Dr. Garnett Tarr

### Princeton

Dr. Andrew Ashley  
Dr. Colleen Black  
NP Viola Brown  
Dr. Ella Monro  
Dr. Mahrous Mousa  
Dr. Marlin Samuels  
NP Tanya ter Keurs  
Dr. Tim Van der Heide

### Summerland

Dr. Larry Achtem  
Dr. Elizabeth Allen  
Dr. Alistair Bannerman  
Dr. Peter Bennett  
Dr. Cassidy Dahl  
Dr. Neil Guenther  
Dr. Cathy Harrold  
Dr. Khati Hendry

Dr. Jeff Hoekstra

Dr. Tom Irvine  
Dr. Warren Julien  
Dr. Sheila Kindberg  
Dr. Kristy King  
Dr. Margie Krabbe  
Dr. Martine Lebel  
Dr. Wendy Richardson  
Dr. Susan Severide  
Dr. Kyle Stevens  
Dr. Driaan van der Vyver  
Dr. Murali Venkataraman  
Dr. Danielle Weisgarber



# MEMBERSHIP

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## Penticton

Dr. Fathima Abdul Hameed	Dr. Steve Hardwicke	Dr. Robin Masson	Dr. Laura Tamblyn
Dr. Donella Anderson	Dr. Jeff Harries	Dr. Rob McIntosh	Dr. Richard Tatham
Dr. Jim Atkins	Dr. Leona Harries	Dr. Morag McMillan	Dr. Travis Thompson
Dr. Zoe Ayling	Dr. Brent Harrold	Dr. Tyler Murphy	Dr. Chris Toneff
NP Jessica Baskerville	NP Kimberley Hayter	Dr. Ross O'Neil	Dr. David Van Den Berg
Dr. Jennifer Begin	Dr. Kimberley Higgins	Dr. Alan Nixon	Dr. Izak Van Der Westhuizen
Dr. Catherine Botting	Dr. Laura Hodgson	Dr. Tom Oliver	Dr. Samantha Van Horn
Dr. Jackie Bourdeaux	Dr. Allen Hooper	Dr. David Paisley	Dr. Tertius Walters
Dr. Glen Burgoyne	Dr. Heidi Ingram	Dr. Sandra Pansegrouw	Dr. Elizabeth Watters
Dr. Tiffany Bursey	Dr. James Johnston	Dr. Tim Phillips	Dr. Lloyd Westby
Dr. Jaco Calitz	MW Alyson Jones	Dr. Zuzana Praslickova	Dr. Marianne Willis
Dr. Bill Caskey	Dr. John Kennedy	Dr. Rebecca Psutka	Dr. Colwyn Wren
Dr. Mandi Clark	Dr. Deanna Kerrigan	Dr. Alex Pugachev	
Dr. Randy Cleveland	Dr. Daniel Kilian	Dr. Nolan Rau	
Dr. Paul Cobbin	Dr. Karin Kilpatrick	NP Damian Rawnsley	
Dr. Steve Collyer	Dr. Jack Kooy	MW Christy Raynolds	
Dr. Sandra Congram	Dr. JoyAnne Krupa	NP Lindsay Redl	
Dr. Trevor Connolly	Dr. Leslie Lappalainen	Dr. James Robertson	
Dr. Andrew Dargie	Dr. Mark Lawrie	Dr. Andrew Robertson	
Dr. Tara Dawn	Dr. Doug Leitner	Dr. Cathy Rooke	
Dr. Johan de Kock	MW Susie Lobb	Dr. Wendy Ross	
Dr. Kirk Dixon	Dr. Jarrett Lobleby	Dr. Stephan Samoyloff	
Dr. David Dutchman	Dr. Claire Lobsinger	Dr. Tim Seipp	
Dr. Heather Filek	Dr. Perold Louw	Dr. Greg Selinger	
Dr. Tom Francis	Dr. Dan MacIntosh	Dr. Cathy Sheehan	
Dr. Alicja Frasinski	Dr. Robert Mack	Dr. Marius Snyman	
Dr. Lisa Friesen	NP Tyron Maguire	Dr. Simon Steunenber	
Dr. Lucy Gans	Dr. Vivian Maier	Dr. David Stoll	
Dr. Ron Gans	Dr. Barb Main	Dr. David Surkan	
Dr. Dale Gatenby	Dr. Blair Main	Dr. Michael Surkan	
	Dr. Sheena Manning	Dr. John Surkan	

# MEMBERSHIP

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## SOS Division Staff

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The SOS Division has a mix of full-time, part-time and contracted staff. We welcomed Kristine Robbins, Mandeep Dhillon and Sophie Le Poidevin this year. We wished Izabela Szelest and Anne Goedhart well on their new adventures.

**Tracy St. Claire**  
Executive Director

**Mandeep Dhillon**  
Project Lead

**Michelle Bush**  
Finance/HR Lead

**Julie Young**  
Member Services Manager

**Suzanne Moccia**  
Project Lead

**Anne Goedhart**  
Operations Clerk

**Riley Gettens**  
Recruitment Specialist

**Lisa Needoba**  
Long-Term Care Lead

**Heather Allen**  
Communications Lead

**Aarin Frigon**  
Clinic Support Manager

**Taunya Cossentine**  
Project Coordinator

**Sophie Le Poidevin**  
Administrative Assistant

**Kelly Hawes**  
Ponderosa Clinic Lead

**Linda Andersson**  
Executive Asst./Operations  
Manager

**Penny McLeod**  
Operations Coordinator

**Ali Duncan**  
Project Lead

**Izabela Szelest**  
Evaluation Lead

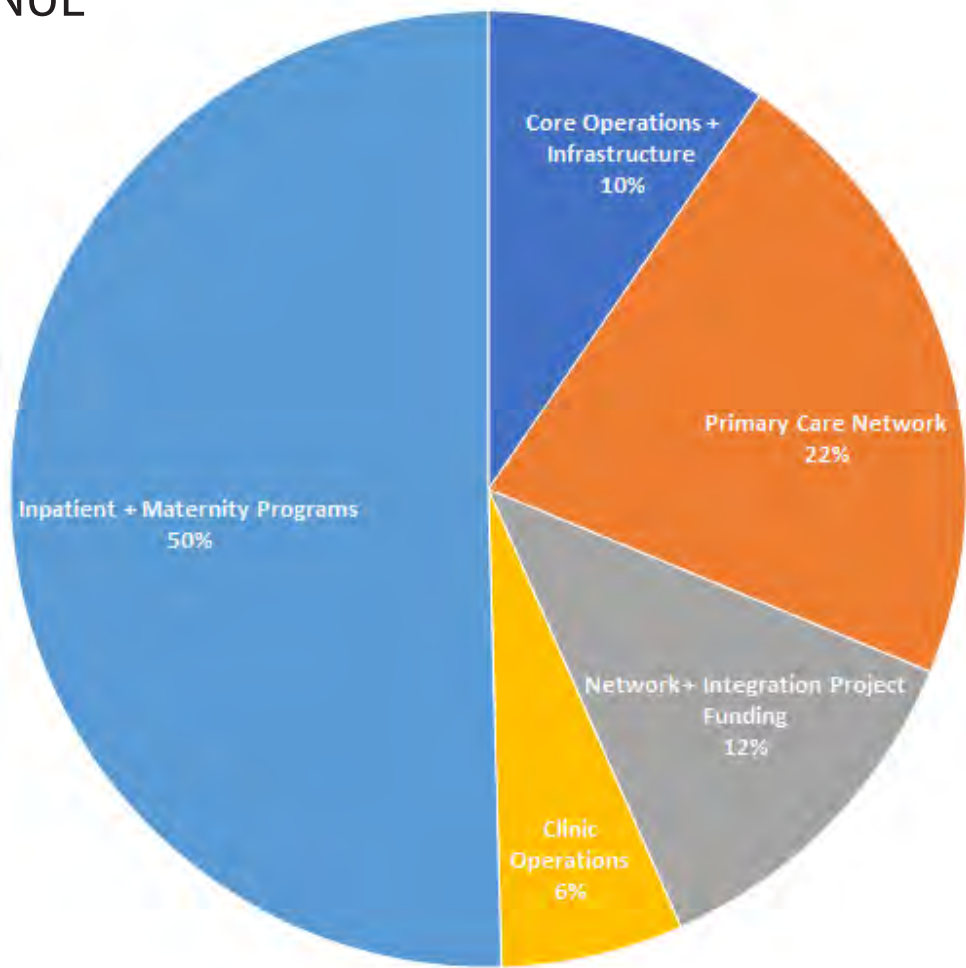
# STATEMENT OF FINANCIAL POSITION

March 31 2020

	2020	2019
<b>Assets</b>		
Current:		
Cash and short term deposits	\$ 558,500	\$ 253,026
Guaranteed investment certificate	850,000	900,000
Accounts receivable	178,967	160,601
Prepaid expenses	18,258	6,097
	<b>1,605,725</b>	<b>1,319,724</b>
Tangible capital assets	218,984	40,294
	<b>\$ 1,824,709</b>	<b>\$ 1,360,018</b>
<b>Liabilities and Net assets</b>		
Current:		
Accounts payable	\$ 686,583	\$ 504,048
Deferred revenue	869,750	781,969
	<b>1,556,333</b>	<b>1,286,017</b>
Deferred capital contributions	203,763	25,451
	<b>\$ 1,760,096</b>	<b>\$ 1,311,468</b>
Net assets:		
Invested in tangible capital assets	\$ 15,221	\$ 14,842
Unrestricted	49,392	33,708
	<b>64,613</b>	<b>48,550</b>
	<b>\$ 1,824,709</b>	<b>\$ 1,360,018</b>

# STATEMENT OF FINANCIAL POSITION

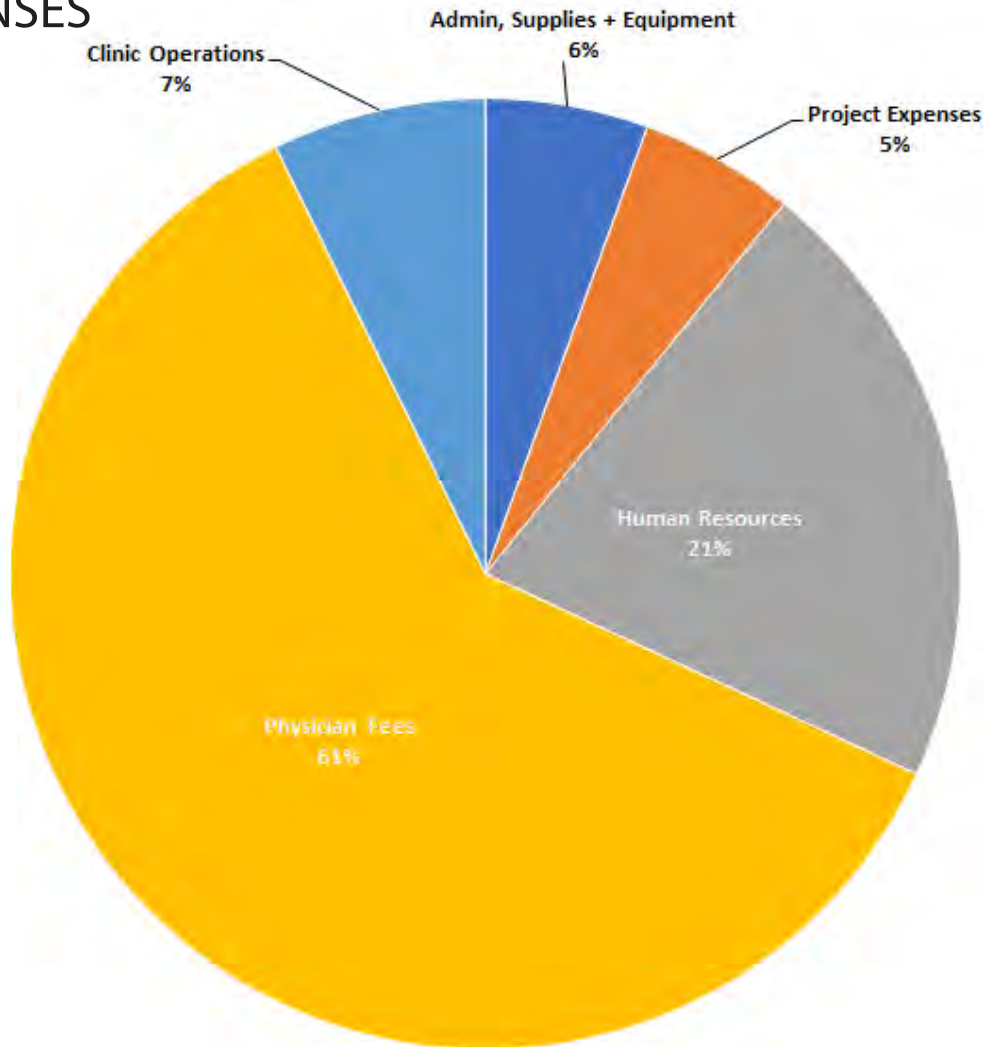
2019/20  
REVENUE



Core Operations + Infrastructure	545,956.00
Primary Care Network	1,227,171.00
Network & Integration Project Funding	690,948.00
Clinic Operations	349,619.00
Inpatient & Maternity Programs	2,863,329.00
Total	5,667,023.00

# STATEMENT OF FINANCIAL POSITION

## 2019/20 EXPENSES



Admin, Supplies + Equipment	313,561.00
Project Expenses	298,157.00
Human Resources	1,194,953.00
Physician Fees	3,442,699.00
Clinic Operations	411,589.00
Total	5,660,959.00

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