

# ANNUAL REPORT

## 2013–2014



**Surrey-North Delta**  
**Division of Family Practice**  
A GPSC initiative



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# MESSAGE FROM THE CHAIR

In my last Annual Report message, I characterized 2012 as the year the Division got traction. Since that time, we have experienced a movement from simply gaining traction to moving full steam ahead with momentum pulling us in exciting new directions.



**Dr. Mark  
Blinkhorn**

Our membership grew from 203 to 232 out of a possible 300. Over 60 of our members have worked tirelessly on the many working groups that are propelling our initiatives forward.

One of the 2013 Division achievements that I am most proud of is the opening of the South Asian Health Centre. A partnership between Fraser Health and the Division, the Centre functions as a health home for the local South Asian community. It provides a central point of contact for our members to refer their diabetes and complex care patients to the Centre's nurse practitioner and diabetes staff. This allows us to support our members in providing the best care possible to this community. The first of its kind in Canada, and possibly the world, the Centre utilizes culturally tailored practices that integrate the values, beliefs, and traditions of the South Asian community. I am excited to see this initiative continue to grow and impact the community in the coming years.

Another successful endeavor for 2013 was the first phase of our work on the provincial A GP for Me initiative, which aims to increase attachment and deepen its quality for physicians and patients. We embarked on an exhaustive consultation and engagement strategy with our members, the Fraser Health Authority, and the communities of Surrey and North Delta. This assessment culminated with a conference of our Division members that helped us to shape the priority areas and projects for our successful 2014 A GP for Me proposal. Stay tuned to see the attachment work that our Division will be carrying out in 2014.

Looking forward to 2014, our Board has identified a number of key priority areas:

- Implementation of our A GP for Me strategy
- Bringing the Pathways program to all of our Division members
- Recruiting new physicians to the community
- Getting a shared locum project up and running
- Continuing work to move our Shared Care projects forward

In addition to these priorities, our board will make a concerted effort to continue to foster our relationships with groups such as Fraser Health, the City of Surrey, the Board of Trade, and other community groups. We recognize and embrace the fact that it will take a whole community to achieve a sustainable system of health, the cornerstone of which is the strength of the relationship between a patient and their physician. On behalf of our board and staff, I invite you to continue the journey with our Division to enhance primary care in Surrey-North Delta.

Dr. Mark Blinkhorn, Chair



*We recognize and embrace the fact that it will take a whole community to achieve a sustainable system of health, the cornerstone of which is the strength of the relationship between a patient and their physician.*

— Dr. Mark Blinkhorn, Chair



# DIVISION INITIATIVES AND PROJECTS

## A GP FOR ME

The Division's A GP for Me work began to take shape in 2013 with the commencement of a comprehensive assessment and planning phase that looked into community needs, assets, and gaps in primary care in Surrey-North Delta.

### 2013 PRIORITIES

- The development of strategies/strategic plan to address issues and gaps
- Development of A GP for Me implementation proposal and subsequent presentation to the General Practice Services Committee (GPSC)
- Increased physician engagement (GPs and specialists) and community engagement to support the assessment
- Identification of potential partners and strengthen existing partnerships to support work and optimize collaboration

### 2013 SUCCESSES

- Engaged over 1000 people throughout assessment and planning process
- 60 distinct physicians involved in working groups and committees
- First Division to have an A GP for Me implementation proposal approved by the GPSC
- Worked with the GPSC to inform development and refinement of implementation proposal guidelines to benefit other divisions across the province
- Strengthened physician leadership
- Development of community and physician profile

### FUTURE PRIORITIES

- Establish new committees and launch new initiatives (e.g. physician support and education, health promotion)
- Expand recruitment and retention efforts, including engaging medical students and residents, practice coverage, GP retirement support, recruiting and supporting new GPs
- Establish mechanism to attach patients and quantify attachment
- Confirm feasibility of the G8 – a new model of group practice



## RECRUITMENT AND RETENTION

A sub-regional initiative, recruitment and retention of physicians continues to be a top priority for the Surrey-North Delta Division. A 2013 community poll commissioned by the Division showed that 1 in 10 community members who want a family physician are unable to find one.

### 2013 PRIORITIES

- Recruitment of new family physicians to the Surrey-North Delta area to meet community needs
- Retain new and existing family physicians in the community
- Facilitate patient access to family physicians in Surrey-North Delta

### 2013 SUCCESSES

- Engagement of nearly 100 candidates at four provincial and national family physician events (three conferences and one Committee-hosted recruitment reception)
- Direct engagement of family practice residents (UBC Surrey South Fraser Site)
- Eight successful regional tours for international and local candidates and their families
- Meetings and interviews with 11 international and local candidates
- Development of standardized recruitment practices across the region, including a shared locum program
- Currently, 10 additional candidates are either being assessed or are in negotiations with recruiting practices in Delta, Langley, and Surrey-North Delta.

### FUTURE PRIORITIES

- Continued support for new recruits to transition to their new practice and community
- Piloting and preliminary evaluation of the shared locum program
- Increased engagement, locally, of recruiting physicians and general division membership in planning and implementation
- Expansion of marketing, linking regional recruitment sites to local recruitment sites, participating in family physician conferences, print and online advertising)
- Increased engagement of family practice residents (South Fraser Site)



## DIVISION INITIATIVES AND PROJECTS CONT'D

### SHARED CARE

A collaboration of family and specialist physicians working together to improve health outcomes and the patient journey through the health care system, the Division's Shared Care projects are driven by physicians in Surrey-North Delta.

#### 2013 PRIORITIES

- Establishing the Shared Care Initiative in Surrey-North Delta
- Launching and implementing three major Shared Care projects
- Establishing strong links with specialist physicians in the community.

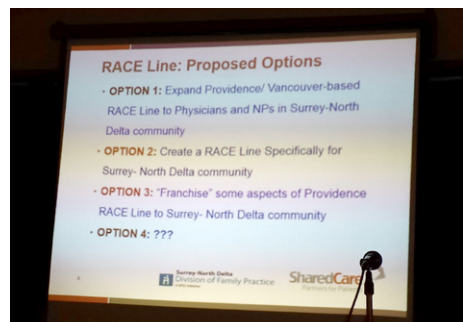
#### 2013 SUCCESSES

Two projects — Rapid Access to Consultative Expertise (RACE) and Relay (CKD) — were successfully launched, as planned, in fall 2013:

- Rapid Access to Consultative Expertise (RACE) is a program designed to increase family physicians' access to their specialist colleagues across multiple disciplines by providing a rapid telephone service.
- The Relay project is a multi-phase project to optimize care for patients with chronic kidney disease (CKD) in order to delay the need for dialysis, as well as improve care and quality of life for those already on dialysis. In addition to improving quality of life, this project will result in cost and resource savings. Particular emphasis will be placed on improving the journey of unattached CKD patients entering the health care system through Surrey Memorial Hospital (ER).

#### FUTURE PRIORITIES

- Continued engagement of family and specialist physicians in Surrey and North Delta, leveraging technology in innovative ways.
- Go-Live of the Surrey RACE Service
- Launch of Phase II of the Relay project and completion of the CKD learning series
- Collaboration with Fraser Health on the opening of their Psychiatry Rapid Access Clinic with an updated model based on family physician input. Also creation of a collaborative learning community





## NURSE PRACTITIONERS IN SURREY-NORTH DELTA

In late 2012, the provincial government released three rounds of Nurse Practitioners for British Columbia (NP4BC) funding that aimed to place nurse practitioners in the community to provide full-scope primary care services to vulnerable populations in British Columbia. In partnership with Fraser Health, the Division was granted funding for four nurse practitioners to work with the following communities:

1. Aboriginal community (urban and on-reserve)
2. Substance use community (including patients living in licensed recovery homes)
3. South Asian community (emphasis on chronic disease management and complex care); two positions

### 2013 PRIORITIES

- Hiring and placement of nurse practitioners for the Aboriginal, substance use and South Asian communities
- Marketing and promotion of nurse practitioner services to unattached patients and physicians for referral of their complex care patients

### 2013 SUCCESSES

- Attaching unattached patients to nurse practitioners
- Commencement of outreach services in licensed recovery homes, residences, and an Aboriginal service agency
- Successfully working with community agencies, Fraser Health, and the Abbotsford Division of Family Practice to apply for funding for two nurse practitioners to work with victims of sexual and domestic assault.

### FUTURE PRIORITIES

- Creation of a co-management model between Fraser Health and the Division for management of each nurse practitioner
- Increased outreach to vulnerable patients in the community



## DIVISION INITIATIVES AND PROJECTS CONT'D

### THE SOUTH ASIAN HEALTH CENTRE

The idea for this partnership between Fraser Health and the Division was seeded at the Canada India Network Initiative (CINI) 2010 conference. In 2013 this idea was realized. A sizeable space was leased by the Division in the Newton Town Centre in Surrey and was renovated to include seven large examination rooms, a teaching space, and a teaching kitchen. Serving as a health home for the South Asian community the Centre aims to eventually provide, or provide access to, all health care services needed by the community.

#### 2013 PRIORITIES

- Hiring a nurse practitioner, practice diabetes nurse, and registered dietician
- Creating mechanisms for community physicians to refer their complex care and diabetes patients to the centre for added support
- Furnishing of the space
- Official opening of the Centre in November 2013



#### 2013 SUCCESSES

- Large amount of print, radio, and television media attention
- Interest from over 35 community organizations who want to offer services in the clinic
- Attachment of unattached South Asian patients to the nurse practitioner
- Complex care patients referred to the nurse practitioner have anecdotally seen a decrease in ER and acute care visits because of the enhanced support

#### FUTURE PRIORITIES

- Continuing to build the nurse practitioners patient panel and bringing on a second nurse practitioner
- Completing and signing a joint-MOU with Fraser Health regarding the partnership that guides the work of the Centre
- Commencement of a Canadian Institutes of Health Research (CIHR)-funded study to assess the effectiveness of culturally tailored health care delivery in the Centre
- Provide additional services through the Centre to meet the health care needs of the South Asian community



# HIGHLIGHTS OF THE YEAR 2013–2014

- Opening the South Asian Health Centre
- Completion of an extensive A GP for Me assessment and proposal to the General Practices Services Committee for funding
- Joint submission by the Surrey-North Delta and Abbotsford Divisions of Family Practice and Fraser Health (in addition to a number of community agencies) for two nurse practitioners to provide primary care services to victims of sexual and domestic assault.
- Confirmed funding for the Shared Care Relay Project
- Execution of a members conference to determine future priorities for the Division
- Creation of a “Made in Surrey-North Delta” recruitment video



# STRATEGIC PLAN

## VISION

The Surrey-North Delta Division of Family Practice's vision is to improve quality of life for patients, physicians, and the community at large.

## MISSION

The Division's mission is to:

- Advocate for patient and physician health in the community;
- Facilitate member engagement in evaluating and shaping the health care system, and
- Identify challenges and develop innovative approaches to providing efficient, quality healthcare.

## VALUES

The Division's values centre on:

- 100% engagement of family practitioners: having them involved, active, valued;
- Integration of community paramedical staff into family practices;
- Having the Division be fully representative of its community, and
- Ensuring physician wellness is integrated into all Division activities.

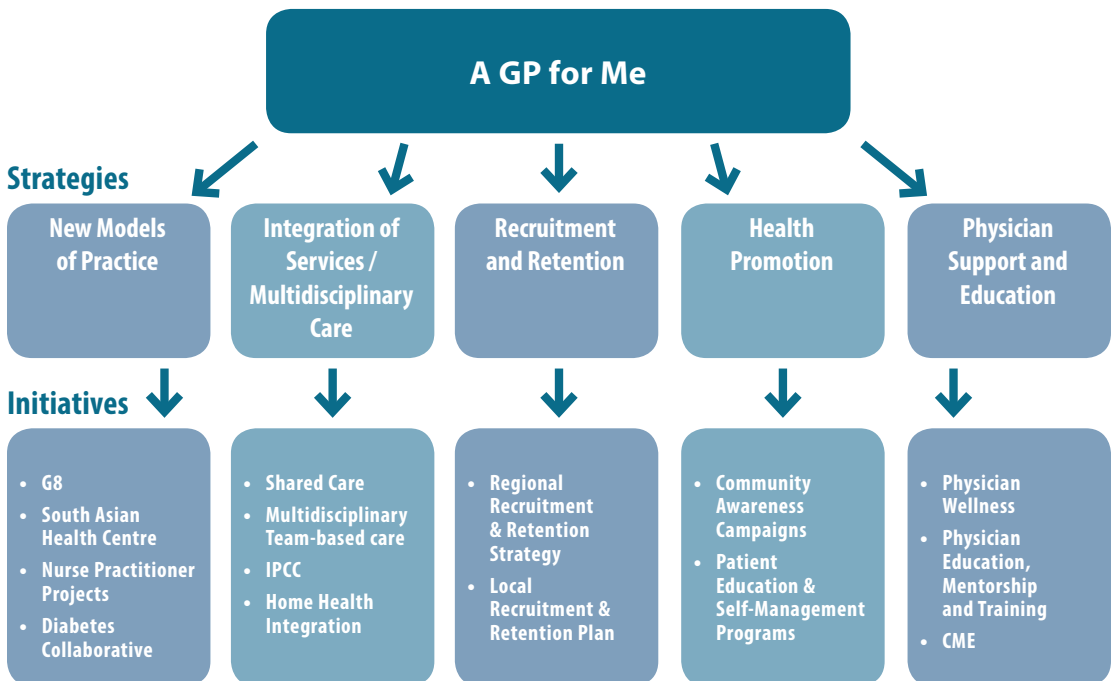
## OUTCOMES

Division activities aim to achieve the following:

- A vibrant health care system in which the voice of the physician is heard;
- Integration of all models of care that ensure continuity of patient care as well as physician well-being, and
- The Division effectively represents all segments of primary care and is perceived to provide services of value.

# STRATEGIC DIRECTIONS

With the integration of the A GP for Me initiative into the Division's work, the Division has defined the following strategic directions for their future work. All of the work of the Division contributes to patient attachment in one form or another and will therefore be implemented and measured under the A GP for Me framework:





# STATEMENT OF OPERATIONS

## STATEMENT OF OPERATIONS

For the year ended March 31, 2014

REVENUES	2014 (in \$)	2013 (in \$)
Infrastructure	643,752	542,515
GP for Me	412,869	–
Shared Care	238,266	–
Community grants	150,000	–
Recruitment	137,542	28,941
GST/HST Rebate	16,377	13,519
Interest	16,262	2,962
Community of practice	8,082	–
Miscellaneous	1,038	889
	<b>1,624,188</b>	<b>588,826</b>
EXPENDITURES		
Advertising	36,419	1,555
Amortization	33,751	9,909
GST/HST rebate deducted from expenses	16,377	13,519
Human Resources	754,833	252,033
Insurance	7,796	1,525
Meeting and event costs	80,828	41,564
Office	72,861	15,897
Physicians Data Collaborative Association	23,841	24,000
Physician costs	295,701	151,643
Professional development	1,213	468
Professional fees	23,293	15,412
Rent	93,496	29,890
Travel	9,013	3,026
	<b>1,449,422</b>	<b>560,441</b>
EXCESS OF REVENUES OVER EXPENDITURES	<b>174,766</b>	<b>28,385</b>

# STATEMENT OF FINANCIAL POSITION

## STATEMENT OF FINANCIAL POSITION

For the year ended March 31, 2014

ASSETS	2014 (in \$)	2013 (in \$)
Current		
Cash	82,035	25,815
Term deposits	701,387	232,153
Receivables	35,122	23,418
Prepaid expenses	13,786	9,603
	832,330	290,989
Property and equipment	189,090	52,144
	1,021,420	343,133
LIABILITIES		
Current		
Payables and accruals	233,915	62,736
Deferred revenue	517,207	184,865
	751,122	247,601
NET ASSETS		
Internally restricted	61,639	28,000
Unrestricted	208,659	67,532
	270,298	95,532
	1,021,420	343,133

## SURREY-NORTH DELTA BOARD OF DIRECTORS

Mark Blinkhorn, M.D. – Chair  
Jan Peace, M.D. – Vice Chair  
Rahim Manji, M.D. – Treasurer and Secretary  
Mark Green, M.D. – Member at Large  
Sanjay Khandelwal, M.D. – Member at Large  
Dale Taylor, M.D. – Member at Large  
Saroj Kumar, M.D. – Member at Large  
Caroline Ferris, M.D. – Member at Large  
David Luk, M.D. – Member at Large

## HUMAN RESOURCES

Louise Hara – Executive Director  
Susan Kreis – Office Manager  
Natasha Raey – Director of Operations,  
Communication and Evaluation  
Jennifer Scrubb – Project Manager, A GP for Me  
Edoye Porbeni – Project Manager,  
Shared Care  
Ryan Lammertsen – Project Manager,  
Nurse Practitioner Projects and Pathways  
Anita Attwal – Recruitment Coordinator  
Megan Shymanski – Administrative Assistant  
Nathan Dhaliwal – Research Assistant  
Sunnie Hwang – Administrative Assistant,  
Shared Care  
Belle Kainth, Medical Office Manager –  
South Asian Health Centre  
Raj Jaura, Medical Office Assistant –  
South Asian Health Centre  
Jas Cheema, South Asian Health Centre Support  
Michelle Kinakin – Bookkeeper  
Stephen Reichert – Shared Care Evaluation  
Kristine Carrick – Communications Support

## CONTACT

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## PHOTO CREDITS

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All other photos – internal

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