

2020 - 2021

ANNUAL REPORT



Surrey-North Delta
Division of Family Practice
A GPSC initiative



VISION, MISSION AND VALUES

TABLE OF CONTENTS

Letters from the Director and Board

03

Organizational Overview

07

10 Years Together

10

Pillar 1: Finance, Administration and HR

12

Pillar 2: Physician Engagement and Practice Support

16

Pillar 3: Physician Recruitment, Wellness and Retention

19

Pillar 4: PCN and Strategic Initiatives

20

[Link: COVID-19 Special Report](#)

[Link: PCN Special Report](#)

Our Vision

To see quality of life improved for physicians, their patients, and the community at large.

Our Mission

- To advocate for patient and physician health in our community.
- To engage our members in evaluating and shaping the health care system.
- To identify challenges and develop innovative approaches to providing timely, connected and informed health care.

Our Values

Engagement: We believe in creating a thriving community of involved, active and valued family medicine practitioners.

Representation: We believe the Division should represent all of its members – their unique experiences, values and perspectives.

Physician Wellness: We believe that physician wellness should be a core concern in everything that we do.

BOARD CO-CHAIRS' LETTER

Dr. Elaine Jackson
Dr. Nazia Niazi

Dear Colleagues,

With the possible exception of March 2020, the 2020-2021 fiscal year has, for many of us, been one of the most challenging of our careers. Committed to providing the highest standard of care, we have kept our practices open through COVID scares and a lingering uncertainty, staff shortages, the sudden move to telehealth, conflicting priorities, personal challenges and ever-changing directives and billing codes. Above and beyond, many of us have stepped up and supported community health initiatives including COVID testing/immunization sites, UPCCs, flu vaccination clinics, childhood immunizations, and more.

Despite all these demands on our time, attention, and energy, as members of the Division's board, we have witnessed the collective of Family Physicians, "rolling with the punches" and how, with grace and professionalism, FPs have continued to provide excellent care to patients and even stepped up to support unattached individuals in our community.

In addition to running our practices and supporting the community under these unique and challenging circumstances, many of us have also embraced a leadership role, advocating for the collective of FPs and our patients and collaborating in the design and development of our PCN Service Plan. Together, we are forging a path to a better patient quality of care, a stronger network of FPs in Surrey and North Delta and physician quality of life for many years to come.

As a Board, we have been listening to what our membership is saying. This year, in addition to finalizing our PCN Service Plan, we made several strategic decisions to support our members, including: a stronger focus on FP wellness; active and purposeful participation regionally and provincially, to influence decision making based on the realities and complexities of our community; building and strengthening our FP-to-FP Networks as a sustainable foundation for PCN; shifting prioritizing our own practices and patient panels to the collective of practices and patients across our neighbourhoods and the community as a whole; and building stronger connections with key community partners, exploring opportunities to improve the continuum of care and wellness in Surrey-North Delta.



BOARD CO-CHAIRS' LETTER CONT'D

Dr. Elaine Jackson
Dr. Nazia Niazi

The year 2020 marked the 10th anniversary of the Surrey-North Delta Division of Family Practice. Covid-19 prevented us from celebrating last year and today, we invite you to celebrate this special occasion with us. As we recognize the hard work of all of you, our partners, and our staff, we ought to also acknowledge and sincerely thank all family physicians and staff that throughout these 10 years, have committed their time and energy to work on behalf of and for the rest of our membership. They all have paved the way for us and have gotten us where we are today.

It has been an honour to serve you as Co-chairs of the division's board this year, and to witness the unswerving dedication of our members both to the delivery of primary care, particularly under these unprecedented circumstances, and to the design of the future of the primary care system in our community.



We want to extend our deep gratitude for your support, your resilience, your commitment to our community, and for the work you have done alongside us to build a bright future for Family Physicians and primary care in Surrey and North Delta.

Sincerely,

A handwritten signature in black ink that reads "Elaine Jackson".

A handwritten signature in black ink, appearing to be "Nazia Niazi".

Dr. Elaine Jackson and Dr. Nazia Niazi



EXECUTIVE DIRECTOR'S LETTER

Tomas Reyes

To all our members,

The 2020-2021 fiscal year has been a year of unprecedented challenges, but also one of great achievement and collaboration. Through all of this, our Division and its members have risen to the occasion and shown time and again our commitment to our beloved community, to primary care and to our organization's core values and strategic pillars.

This year saw a second and third wave of COVID-19, which has persisted for much longer than anyone had anticipated and hoped.

"OUR DIVISION AND ITS MEMBERS HAVE RISEN TO THE OCCASION AND SHOWN TIME AND AGAIN OUR COMMITMENT TO OUR BELOVED COMMUNITY, TO PRIMARY CARE AND TO OUR ORGANIZATION'S CORE VALUES AND STRATEGIC PILLARS."

We doubled down on our mandate to support our Family Physician members, offering practice and wellness supports, free PPE ordering and delivery coordination and support, and frequent, regular communications regarding Ministry of Health, the Medical Health Officer's office, Doctors of BC, Fraser Health, and other partner updates, as well as opportunities to receive and provide additional support.

We worked collaboratively with Fraser Health, Public Health and the Ministry of Health on some resoundingly successful projects in our community, including co-designing and implementing a robust COVID-19 emergency response, the development of two COVID-19 testing sites, supporting the Childhood Immunization schedule and the seasonal Flu Vaccination strategy, and the launch (and revamping) of the two UPCCs in Surrey-North Delta.



EXECUTIVE DIRECTOR'S LETTER CONT'D

Tomas Reyes

As the pandemic carried on, we realized that this would be the "new normal" for the foreseeable future. Thus, we broadened our focus and recommitted to our PCN strategic work while simultaneously continuing our COVID support operations. In this, again, our members rose to the challenge, lending their time and expertise to working groups and steering committees. It is thanks to the hard work of these members that we were able to design a robust PCN Service Plan that will help us address the gaps in our primary health care system and provide the supports that Family Physicians and their patients need and are asking for.

"THIS DIVISION EXISTS FOR AND WITH FAMILY PHYSICIANS, AND I WANT TO SINCERELY THANK ALL OF YOU FOR YOUR CONTRIBUTIONS TO THIS SHARED WORK."

Despite working fully remotely, our team was able to host several informational and social events via Zoom, including COVID-19 Town Halls, PCN Service Plan Value Proposition Events and an inter-Division Holiday Party! This goes to show our collective commitment to maintaining community and connection, despite the many hurdles the pandemic has posed to both.

As we look forward to many milestones to come in the next year, I want to acknowledge that none of our achievements could have been possible without the support of our members - your hard work, commitment to our collective vision for primary care, and tireless efforts are the reason we can succeed in our endeavors. This Division exists for and with Family Physicians, and I want to sincerely thank all of you for your contributions to this shared work.

Again, THANK YOU
Sincerely,


Tomas Reyes





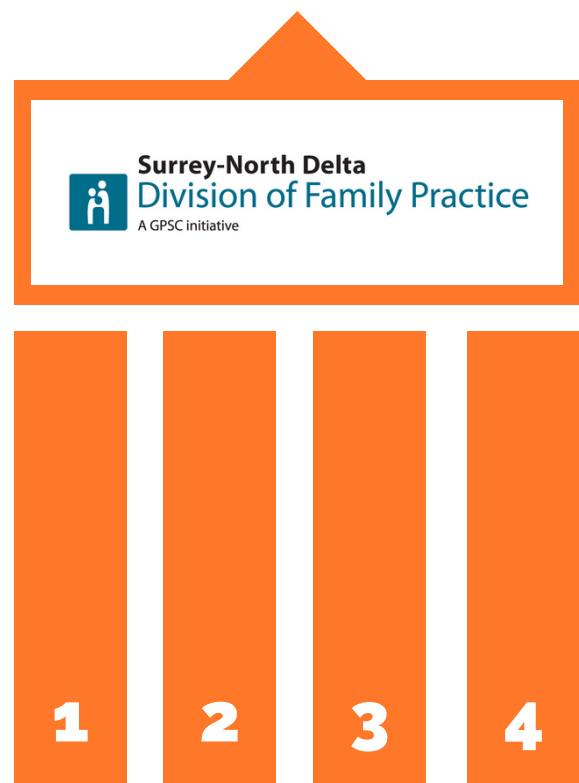
OUR BOARD OF DIRECTORS

- Dr. Elaine Jackson** – Co-chair (Final Year)
- Dr. Nazia Niazi** – Co-chair
- Dr. Gagan Wilkhu** – Treasurer/Secretary
- Dr. Hala Ahmed** – Member-at-large (Final Year)
- Dr. Joan Fujiwara** – Member-at-large
- Dr. Sujatha Nilavar** – Member-at-large

OUR FOUR STRATEGIC PILLARS

These pillars form the foundation of the work we do.

- Pillar 1:** Financial, Administration and Human Resources (FAHR)
- Pillar 2:** Physician Engagement and Practice Support (PE&PS)
- Pillar 3:** Recruitment, Wellness and Retention (R2W)
- Pillar 4:** Primary Care Networks and Strategic Initiatives (PCN&SI)

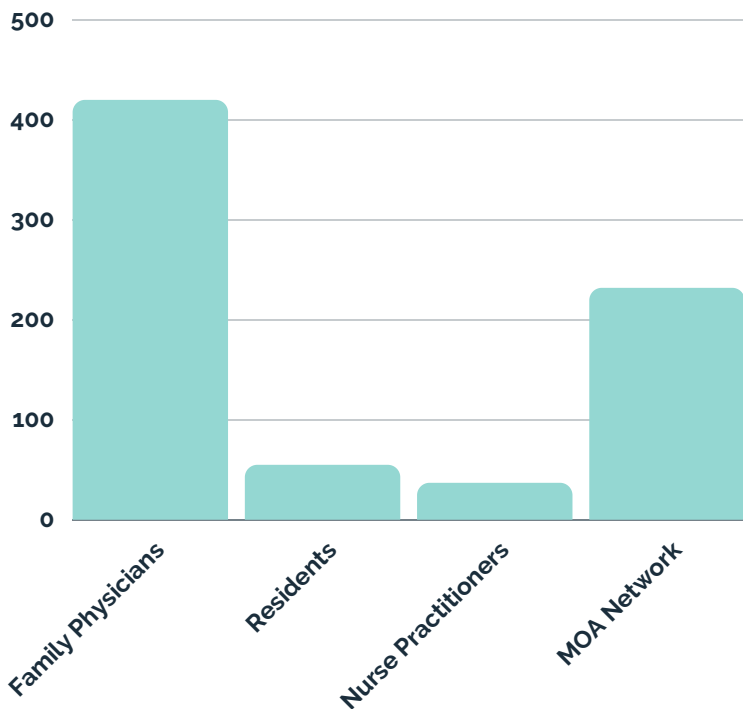


OUR MEMBERSHIP AND NEIGHBOURHOODS

- North Delta - West Newton
- North Surrey - Whalley
- Guildford
- East Newton
- Cloverdale - Panorama
- Fleetwood

"The Division recognizes and advocates for family doctors in all stages of their career."
-Dr. Sujatha Nilavar

88 NEW MEMBERS
613 TOTAL MEMBERS



**By the Numbers:
2020-2021**

22 Locums

32 Hospitalists

08 Emergency Physicians

21 Retired Physicians

03 Student Physicians

THE YEAR IN REVIEW

Event highlights from the 2020-2021 Year



APRIL 2020

- COVID-19 testing sites and planning meetings

JULY 2021

- Monthly PCN working group meetings began, including Maternity, Chronic Disease Management and Prevention, Patient Medical Home/Overall Steering Committee, Seniors and Mental Health & Substance Use

OCTOBER 2020

- First ever Virtual AGM
- COVID-19 response – childhood immunization

DECEMBER 2020

- Inter-Divisional Virtual Holiday Event

MARCH 2021

- PCN Value Proposition Part II

MAY 2020

- First COVID-19 Town Hall
- PPE needs and distribution meetings

SEPTEMBER 2020

- Second COVID-19 Town Hall
- COVID-19 Patient Webinar in Arabic
- PCN Neighbourhood Steering Committee Meetings Began

NOVEMBER 2020

- Diabetes and Hypertension Patient Webinar in Spanish

FEBRUARY 2021

- PCN Value Proposition Part I

10 YEARS TOGETHER

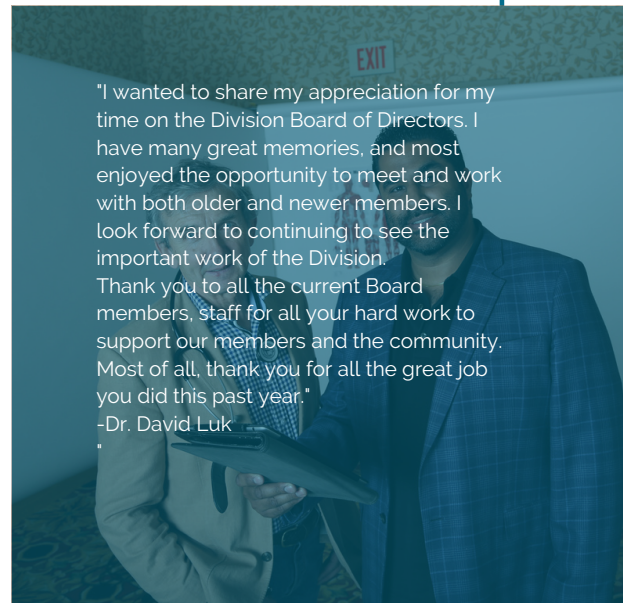
In 2020 we celebrated our 10 year anniversary

Over the past 10 years, our Division has seen many achievements, but our greatest strength has been the community of passionate, dedicated Family Physicians who have made the Division what it is today. Here's what our Board members past and present have to say about the Surrey-North Delta Division of Family Practice.

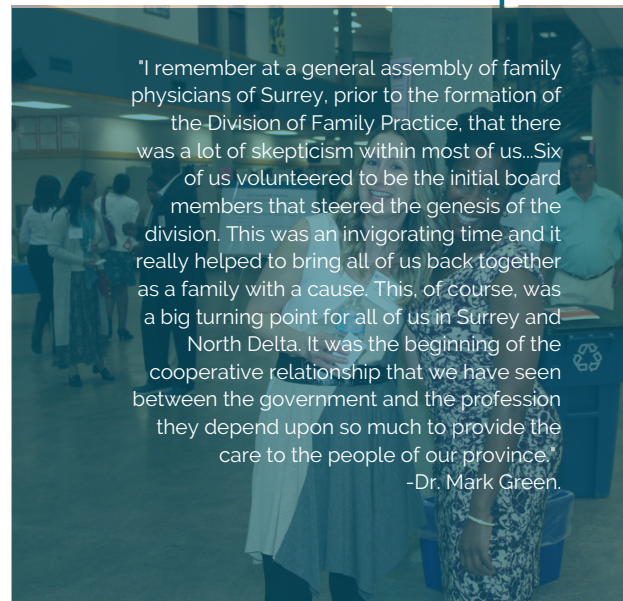
"The Division staff guided and supported me when I first came to practice in Surrey. I am forever grateful!"
-Dr. Sujatha Nilavar



"I was the founding chair of the division. I gathered the original board members. The challenge was having people signing up and joining the division. There was quite a bit of mistrust in the community in being involved with the Health Authority and the Ministry of Health. This involved the board members reaching out to our colleagues and convincing them the benefits of being part of this group. As more physicians joined it became easier to get physicians to join. I think we will see much of the same thing now in establishing the Primary Care Networks and we must reach a critical mass."
-Dr. Mark Blinkhorn



"I wanted to share my appreciation for my time on the Division Board of Directors. I have many great memories, and most enjoyed the opportunity to meet and work with both older and newer members. I look forward to continuing to see the important work of the Division. Thank you to all the current Board members, staff for all your hard work to support our members and the community. Most of all, thank you for all the great job you did this past year."
-Dr. David Luk



"I remember at a general assembly of family physicians of Surrey, prior to the formation of the Division of Family Practice, that there was a lot of skepticism within most of us...Six of us volunteered to be the initial board members that steered the genesis of the division. This was an invigorating time and it really helped to bring all of us back together as a family with a cause. This, of course, was a big turning point for all of us in Surrey and North Delta. It was the beginning of the cooperative relationship that we have seen between the government and the profession they depend upon so much to provide the care to the people of our province."
-Dr. Mark Green

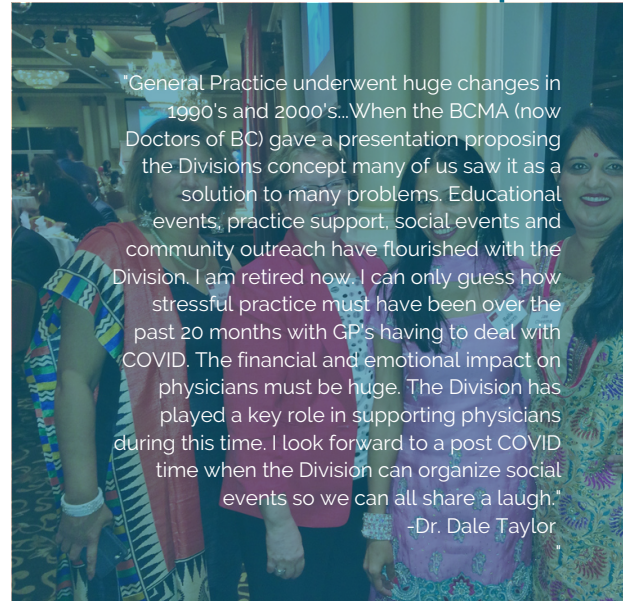
10 YEARS TOGETHER

In 2020 we celebrated our 10 year anniversary

The Division was founded in 2010, and developed in the early days much like a grassroots movement, with all the challenges and rewards such movements can bring.

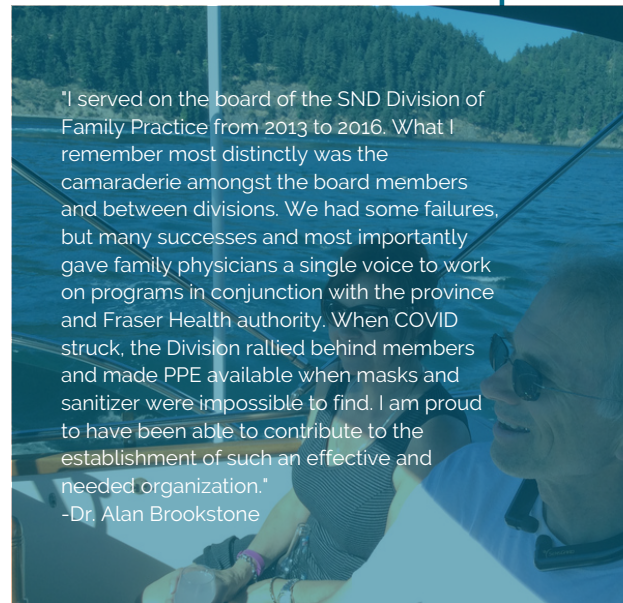
"The Division of Family practice has helped to bridge our silos."

-Dr. Sujatha Nilavar



"General Practice underwent huge changes in 1990's and 2000's...When the BCMA (now Doctors of BC) gave a presentation proposing the Divisions concept many of us saw it as a solution to many problems. Educational events, practice support, social events and community outreach have flourished with the Division. I am retired now. I can only guess how stressful practice must have been over the past 20 months with GP's having to deal with COVID. The financial and emotional impact on physicians must be huge. The Division has played a key role in supporting physicians during this time. I look forward to a post COVID time when the Division can organize social events so we can all share a laugh."

-Dr. Dale Taylor



"I served on the board of the SND Division of Family Practice from 2013 to 2016. What I remember most distinctly was the camaraderie amongst the board members and between divisions. We had some failures, but many successes and most importantly gave family physicians a single voice to work on programs in conjunction with the province and Fraser Health authority. When COVID struck, the Division rallied behind members and made PPE available when masks and sanitizer were impossible to find. I am proud to have been able to contribute to the establishment of such an effective and needed organization."

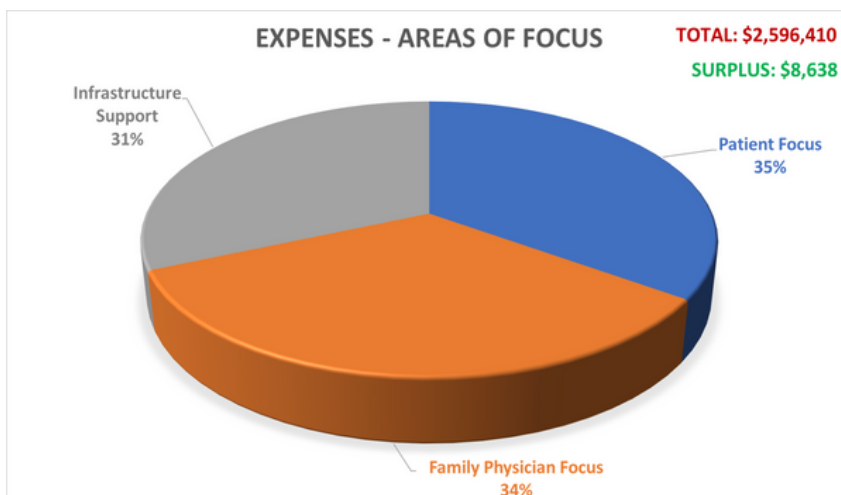
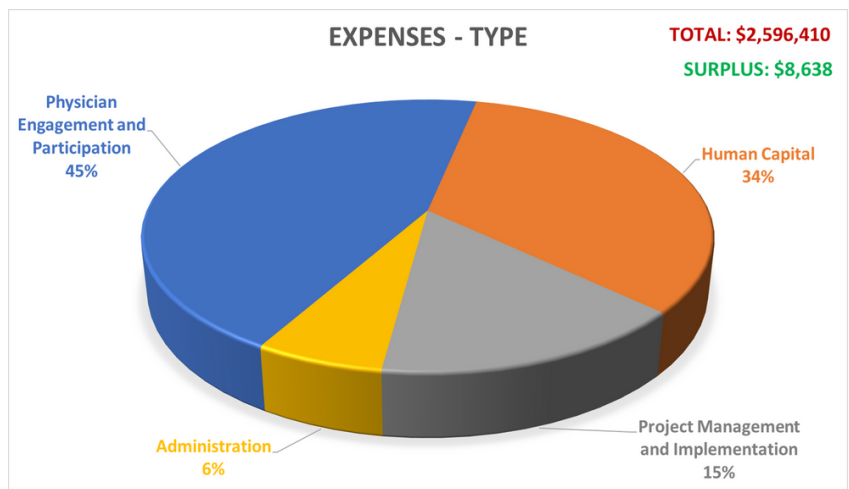
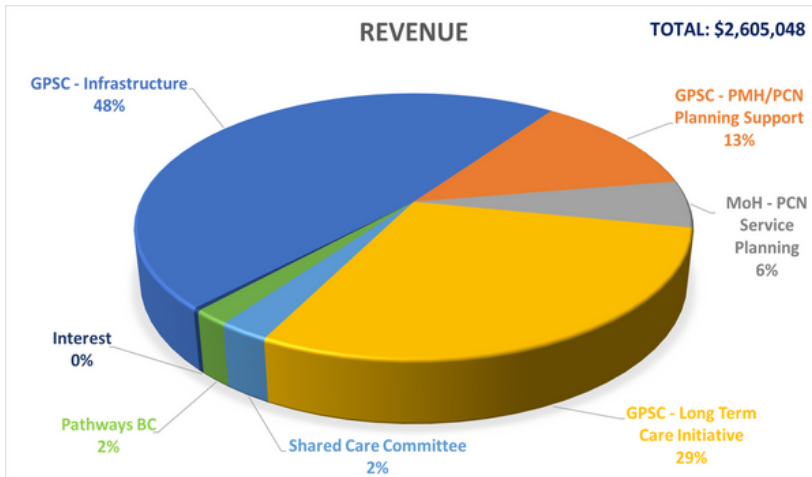
-Dr. Alan Brookstone



"I was invited to be a founding board member for the new fledgling Division of Family Practice. A small group of us from various areas of family practice discussed numerous issues such as what we should be named, how to recruit members, etc. We had to hire staff and go through the steps getting the Division off the ground. Most of us had no experience in this area and we all learned so much. We started at dining room tables at various houses and now we have a large space to accommodate many people. We have come a long way in the past 10 years and I am very happy to have been a part of it."

-Dr. Jan Peace

TREASURER'S REPORT



TREASURER'S REPORT

SURREY-NORTH DELTA DIVISION OF FAMILY PRACTICE SOCIETY STATEMENT OF REVENUES AND EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2021

	2021	2020
REVENUES		
Infrastructure (Note 6)	\$ 1,139,412	\$ 1,049,331
Infrastructure - amortization of deferred capital contributions (Note 7)	12,905	11,763
Change management (Note 6)	327,329	271,937
COVID-19 (Note 6)	87,662	-
Long-term care initiative (Note 6)	766,386	576,903
Opioid agonist therapy (Note 6)	-	4,640
Pathway tracker (Note 6)	47,870	45,000
Patient medical home (Note 6)	-	6,994
Patient medical home network (Note 6)	-	330,774
Primary Care Network (Note 6)	149,241	-
Shared care (Note 6)	65,605	80,436
Interest	8,638	10,025
Miscellaneous	-	10,735
	2,605,048	2,398,538
EXPENDITURES		
Advertising and promotion	5,412	7,749
Amortization of capital assets	12,905	11,763
Human resources (Note 12)	867,011	764,028
Insurance	4,753	6,008
Meeting and event costs	31,570	148,186
Office	51,687	53,527
Personal protective equipment	19,663	-
Physician costs (Note 9)	1,116,061	948,617
Professional development	4,885	6,583
Professional fees	395,599	352,563
Rent	85,754	70,094
Travel	1,110	13,465
	2,596,410	2,382,583
EXCESS OF REVENUES OVER EXPENDITURES	\$ 8,638	\$ 15,955

TOTAL REVENUE:

\$2,605,048

TOTAL EXPENDITURES:

\$2,596,410

SURREY-NORTH DELTA DIVISION OF FAMILY PRACTICE SOCIETY STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 109,615	\$ 120,094
Term deposits	947,489	824,300
Accounts receivable (Note 3)	65,035	17,448
Prepaid expenses and deposits	13,848	13,311
	1,135,987	975,153
CAPITAL ASSETS (Note 4)	46,973	59,879
	\$ 1,182,960	\$ 1,035,032
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities (Notes 5 & 10)	\$ 349,320	\$ 300,731
Deferred contributions (Notes 6 & 8)	654,665	551,059
Deferred capital contributions (Note 7)	26,955	39,860
	1,030,940	891,650
NET ASSETS		
Internally restricted funds	60,621	60,616
Operating funds	91,399	82,766
	152,020	143,382
	\$ 1,182,960	\$ 1,035,032

Staff:

- Tomas Reyes** – Executive Director
- Jody Friesen** – Director of PCN and Strategic Initiatives (on leave)
- Victoria Rotaru** – Interim PCN Manager
- Susan Kreis** – Finance, Administration and HR Manager
- Saira Abrar** – Physician Engagement and Practice Support Manager
- Alan Huang** – Physician Engagement and Practice Support Lead
- Lape Ogunsulire** – Physician Engagement and Practice Support Lead
- April Bonise** – Project Manager: LTCl, Seniors Initiative, Pathways, MOA Network
- Katie Phillips** – Project Manager: Shared Care
- Megan Shymanski** – Project Manager: Physician Recruitment, Wellness and Retention
- Alicia Parker** – Project Coordinator: Pathways Referral Tracker
- Joan Larochelle** – Administrative Assistant
- Cathy Lawson** – Pathways Administrator

OUR STAFF AND CONTRACTORS

A team dedicated to carrying out the Mission set by the Board of Directors

Contractors:

- Kristin Warkentin** – Communications Strategy
- Robert Wright** – PCN Strategy and Partnerships
- Christopher Pinske** – Practice Support and COVID-19 Response
- Jeff Malmgren** – Community Development Strategy
- Pablo Santibanez** – PCN Modeling
- Shahbaz Ahmed** – Accountant



In April, 2020, the Division was awarded \$3000 by Scotiabank for our COVID-19 Response Efforts

PEOPLE AND OPERATIONAL HIGHLIGHTS

We had a number of changes on our staff team and Board:

- **Dr. Baldev Dhillon** stepped down after serving two 3-year terms on the board.
- **Dr. Sujatha Nilavar** was appointed as a new Director for the Board
- **Jody Friesen** became Director of PCN Development and Strategic Initiatives
- **Laetitia Jouet** was hired as coordinator for the Pathways Referral Tracker
- **Victoria Rotaru** was hired as the Shared Care Project Manager
- **Lape Ogunsulire** was hired for the PES team

Operational changes included:

- **Moving to remote work and virtual events due to the pandemic**
- Moving to a new payroll system (PayWorks)
- Using a new online Direct deposit system (SparcPay) and HelloSign for online sessional signing

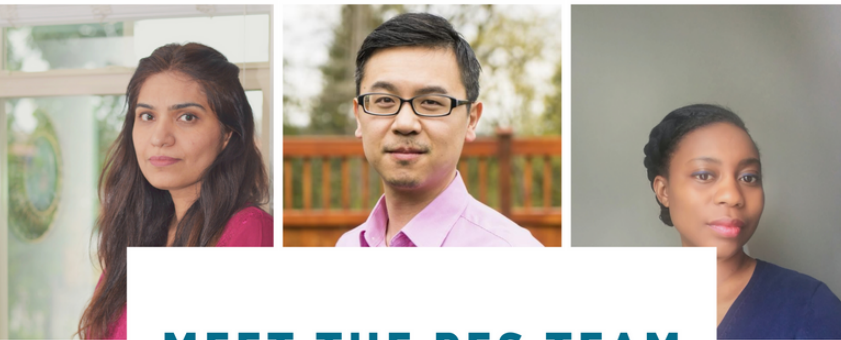


Learn more about work done by the PES team in the "Strategic Initiatives and PCN" section.

PHYSICIAN ENGAGEMENT AND PRACTICE SUPPORT

The work accomplished by the Physician Engagement and Practice Support team this past year can be divided into several key themes:

- **Attachment:** Support for Panel, Recruitment, Retirement, Attachment Rate
- **Physician Wellness:** Physician Engagement and Support, SND Membership, Job Satisfaction, Neighbourhood Networks, Communication
- **Quality of Care:** Quality Improvement & Evaluation, Patient Experience and Satisfaction (Commitment, Comprehensiveness, Coordination of Care and Continuity), Education and Clinical Support
- **Access to Care:** IT Supports (Pathways, Referral Tracker, Virtual Care, Website, RACE), Accessibility to Physicians (After hours, next Appointment, urgent care)
- **Team-based care:** Allied Healthcare Providers, Satisfaction with Team, Roles and Responsibilities, Teaching



MEET THE PES TEAM

Saira Abrar
PES Manager
-
North Delta
West Newton

Alan Huang
PES Lead
-
North Surrey
Guildford

Lape Ogunsulire
PES Lead
-
East Newton
Cloverdale-Panorama
Fleetwood

During 2020-2021, we sent 127 newsletters and invitations, totalling over 70,000 individual emails.

Did You Know? The PES team plays a crucial role in supporting most of our Division's initiatives, including community-based initiatives, PCN development and COVID-19 response.

COVID-19 RESPONSE



At the beginning of the 2020-21 fiscal year, COVID-19 had become a serious concern in BC only weeks earlier. The Division went into crisis management mode, escalating communication and support measures for our members, and working with Fraser Health and the Ministry of Health to develop solutions to potential future scenarios as well as the current crisis.

As the year progressed, we maintained our commitment to supporting our members and partners with regards to COVID-19, while simultaneously resuming focus on our other strategic initiatives and projects.

[Learn more about our COVID-19 response in our special report, linked here.](#)

COVID-19 RESPONSE MEASURES



MOA NETWORK

MOA Lead: Lori-Jean Ma
Staff Lead: April Bonise

243 MOAs are subscribed to
our newsletters

72 MOAs are connected on
Basecamp

We held 6 education sessions
with a total of 159 MOAs
attending

The MOA Network aims to connect, empower and educate MOAs in Surrey and North Delta. We recognize that MOAs are crucial members of health care teams, who directly contribute to the efficiency of their clinic and the wellbeing of patients and physicians.

Strategies, Activities and Evaluation

Strategy 1: Communication: 1. Relevant MOA content on the website. 2. Monthly MOA corner on Division newsletter. 3. Monthly health themes with correlated clinical relevant shared on Basecamp. 4. Bi-weekly Basecamp posts.

Evaluation: 1. click rates on website and newsletter. 2. number of comments on Basecamp posts on a weekly basis. 3. Monthly website updates.

Strategy 2: Engagement: 1. Increase in Basecamp membership. 2. Increase in Basecamp interaction between members. 3. Bi-monthly steering committee meetings. 4. Bi-monthly learning sessions.

Evaluation: 1. Basecamp membership: measured monthly. 2. Basecamp engagement: measured weekly. 3. Committee meeting attendance: measured bi-monthly, 4. Learning session attendance: measured bi-monthly

Strategy 3: Recruitment + Retention:

Creation of MOA Recruitment toolkit for physicians. 2. Linking of open MOA job postings with qualified MOAs. 3. Workplace happiness / mental health and wellness.

Evaluation: 1. Number of toolkits sent. 2. Number of toolkits requested. 3. Feedback survey demonstrating value of the toolkit. 4. Number of job postings on Basecamp (measured monthly). 5. Number of resumes posted on Basecamp (measured monthly). 6. Number of open job postings (measured quarterly or bi-annually). 7. Number of MOAs hired (measured quarterly or bi-annually). 8. Baseline surveys to assess current state (educational/training needs, financial compensation, workplace culture + safety, length of time in the clinic, professional connection to their peers, relationship with their physician, relationship with their patients), versus one-year comparison survey/interview,

**Encourage your MOAs to join
the MOA Network! Email April
Bonise: abonise@divisionsbc.ca**



RECRUITMENT, WELLNESS AND RETENTION

Physician Lead: Dr.
Harvinder Dhillon
Staff Lead: Megan
Shymanski

The aim of our Physician Recruitment, Wellness and Retention program is to recruit new Physicians to the Surrey-North Delta community, retain the ones currently practicing here and support Physicians transitioning to retirement with an emphasis on Physician wellness in all that we do.

Wellness and Retention Achievements in 2020-2021 include:

- **Forming a sub-committee dedicated to Physician Wellness**
- **Virtually hosting** a Family Christmas party, four Continuing Medical Education sessions and an eight-week-long Cognitive Behavioral Therapy (CBT) training
- **Coordinating placement** for two International Medical School Graduates (IMGs) for their Return of Service (ROS) for the 2021-23 term
- **Our Division being approved as a Practice Ready Assessment (PRA) Community** and placing one IMG in our community for three year return of service
- **Supporting graduating Residents** and co-hosting the Surrey South Fraser Residents Scholarship Day in partnership with the Langley Division

This year, we recruited 15 full time family physicians and 4 IMGs for Return of Service. We recruited and/or facilitated 7 Locums and supported 3 retiring physicians with recruitment and patient transfers.

PRIMARY CARE NETWORKS

A primary care network (PCN) is a network of local primary care service providers within a community.

In Surrey-North Delta, the foundation of PCN is a strong and resilient network of family physicians partnering, collaborating and supporting each other.

PCNs aim to achieve:

- strong physician-patient relationships
- high quality, patient-centered care
- enablement of team-based care
- increased patient access to culturally relevant and safe care, and
- improved information flow.

[We achieved more PCN milestones than we can list here!](#)
[Read our special PCN report by clicking here.](#)

2020-2021 Highlights

We developed and drafted our PCN Service Plan

We established six working groups and six PCNs, each with a neighbourhood steering committee

We supported the development and staffing of 2 UPCCs and the planning of Surrey's Foundry

LTCI INITIATIVE

Physician Leads: Dr. Harvinder Dhillon and Dr. Mark Blinkhorn
Staff Lead: April Bonise



Through funding provided by the General Practice Services Committee (GPSC), the aim of the LTCI (long-term care initiative) is to design and implement local solutions that deliver dedicated FP MRP services for residents in long-term care homes in the community.

Achievements This Year

Most of the year was spent devoted to the COVID response.

- Our physicians closely partnered with their DOCs (directors of care) and nurses/staff at the care homes to stay focused on providing the best possible care to their most vulnerable patients.
- A Super-Call Group was created by our physicians early on in the pandemic in order to ensure the continued delivery of exceptional in-person care while minimizing the exposure risk to patients, staff, and other physicians.
- Information on clinical care and education was distributed efficiently among the physician group and was able to be quickly implemented.

- We remained well-connected to Fraser Health and the regional public health office, attending regular meetings and paying close attention to their rapidly changing COVID-19 updates and acting on specific recommendations.

In addition to the COVID response, the SND LTCI committee achieved the following:

- Reaffirmation of a formal SND LTCI steering committee, which now includes participation of a Board member on the committee.
- The creation of a mandatory LTCI All-Physician Committee with bi-monthly meetings to develop a strong community of practice with a Quality Improvement (QI) philosophy at its core.
- Internally driven evaluation of the 5 Best Practice Expectations and system-level outcomes in SND.
- Regular DOCs (Directors of Care) representation at the LTCI all-physician meetings.
- Strong relationship building between the LTCI physician group, the DOC group, the care homes, and the Division.

System level outcomes:

- Reduced unnecessary or inappropriate hospital transfers
- Improved patient-provider experience
- Reduced cost per patient as a result of a higher quality of care

Best practice expectations:

- 24/7 availability and on-site attendance, when required
- Proactive visits to residents
- Meaningful medication reviews
- Completed documentation
- Attendance at case conferences

These projects were completed, underway and/or planned during the 2020-2021 year.

SHARED CARE

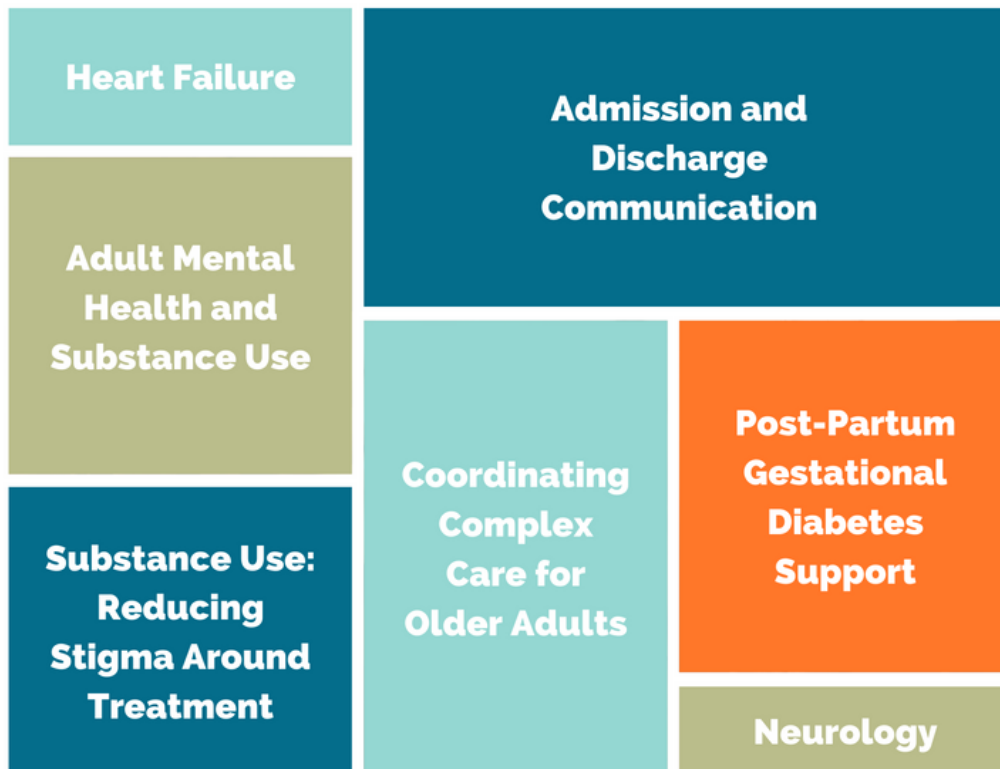
Physician Leads: Dr. Jan Peace, Dr. Bradford Strijack

Staff Leads: Victoria Rotaru and April Bonise

Shared Care is a province-wide collaborative committee that bring family and specialist physicians together for coordinated patient care.

Under Shared Care, family physicians, specialists and partners have come together to spearhead over 240 projects aimed at building team-based approaches to care and improving communication between patients and their families, primary care physicians, specialists and other health professionals.

To learn more about Shared Care initiatives across the province and the impact they have had, [click here](#).



NEUROLOGY PROJECT

Completed in 2020
 FP Lead: Dr. Christy Yang
 SP Lead: Dr. Claire Hinell

This project aimed to improve the timely access to neurology consults by reducing congestion and improving referral communication between family physicians and specialists.

Accomplishments:

- Hosted **3 engagement meetings** to provide education and enhance relationships among FPs and Neurologists
- Developed a **website** to hold information regarding treatment pathways for patients presenting with headaches. **1,397 visits** as of April 2020.
- In collaboration with the Fraser Health Acquired Brain Injury and Concussion program, the committee supported the trial of a monthly concussion clinic at Surrey Central Library. Between October 2018 and March 2020, **19 Concussion and Symptom Management groups** were held at Surrey Central Library, providing **166 patients** with care closer to home.
- Promoted the use of technologies such as Rapid Access to Consultative Expertise (RACE) and Pathways: **81% of survey respondents** in December 2019 reported that they use Pathways to access specialist wait-times and resources for neurology. The average number of requests per month to the RACEApp for neurology has **nearly doubled** over the course of the project.
- Worked with Fraser Health to improve referral process. The project team identified **five referral forms that could be consolidated**, reducing the variety of referrals coming into the Neurology specialists. The project team also developed a "referral rejection" letter, which is sent back to FPs when their referral is inappropriate.

You can review the full project report here!

ADMISSION AND DISCHARGE COMMUNICATION

FP Lead: Dr. Mark Blinkhorn
 SP Lead: Dr. Sanjay Khandelwal

Due to finish June 2022

Our focus is to improve and strengthen communication between emergency physicians, hospital-based physicians, and family physicians in the community of Surrey-North Delta. Throughout the project, the team will develop and improve communication processes between emergency physicians, hospital-based physicians, and family physicians with the goal to improve and streamline transition from acute to primary care and back.

Proposed outcomes:

- Improve collegiality between Family Physicians, Hospitalists, and ER Physicians
- Improve communication pathways between physicians and specialists

Project activities:

- 'Share and learn' experience physician sessions
- Current and future state communication process analysis
- Establish standardized documentation and guidelines for admission and discharge
- Education sessions for MOAs on new processes/guidelines/resources.

ADULT MENTAL HEALTH AND SUBSTANCE USE

FP Lead: Dr Pawandeep Dhillon
SP Lead: Dr. Karima Jiwa

Due to finish June 2022

We plan to bring together Family Physicians (FPs), Specialists, their MOAs and Mental Health and Substance Use (MHSU) providers in Surrey-North Delta (SND) to empower primary care providers to provide high quality care for their patients with mild to moderate MHSU challenges. Through this project we will build a sustainable Primary Care Provider - MHSU Community of Practice, in alignment with our vision for our PCNs.

Proposed outcomes:

- Improve access to quality care for patients with mild to moderate MHSU challenges.
- Improve the experience for the patient with a mental health or substance use challenge who is seeking and receiving care in primary care settings.
- Increase the skills, confidence, and comfort of FPs to provide quality care for patients presenting with mild to moderate MHSU challenges.
- Improve collegiality between Family Physicians and Psychiatrists.
- Improve FP and MOA job satisfaction.

Project activities:

- Delivery of education sessions for FPs & Nurse Practitioners to increase confidence and knowledge around various MHSU topics, including Community resources and programs, transition process for patients between MHSU services and Primary Care Providers, MHSU medication management beyond the basics, improved connections with community Psychiatrists, and education sessions for MOAs
- Working in partnership with Fraser Health to develop service information videos that can be used by FPs and for patient information.

HEART FAILURE

Due to finish June 2022

FP Lead: Dr. Sumbal Aslam
SP Lead: Dr. Tarun Sharma

The primary focus is to integrate Family Physicians into the Heart Function Clinic (HFC) care pathway, thus improving the transition of care between the HFC specialists and family physicians providing a smooth journey through the system by ensuring clear communication and robust engagement between providers and specialists.

Proposed outcomes:

- Increase collaboration and communication between Family Physicians, NPs, Cardiologists, and the outpatient HFC leadership.
- Improve FP's awareness of their patients care plan when under HFC by including them in current HFC pathways, in turn will help with long-term health outcomes of patients.

Project activities:

- Enhancing current heart function pathway to include FPs
- Developing communication strategy and pathway
- Restructuring and redesigning communication documents.

Projects Under Development

Substance Use Project:
Reducing Stigma Around Treatment

Post-partum Support for Individuals With Gestational Diabetes

COORDINATING COMPLEX CARE FOR OLDER ADULTS

**FP Lead: Dr. Mark
Blinkhorn**
**SP Lead: Dr. Vincent
Choong**

Due to Finish March 2022

The overall intent of this initiative is to support coordinated care of older adults with co-morbidities, so they can remain at home and be healthy as long as they are able. To support this goal, there needs to be: early intervention and assessment that will help to delay frailty; referrals and transitions that are uncomplicated; appropriate supports in place by working with our Home Health partners; ensuring that all providers (Family Physicians, Specialists and Allied Health) that the patient sees are communicating together about the patient's care; and that the family is well integrated within this team.

Proposed outcomes:

- Consultations with specialists are timely, appropriate, and uncomplicated.
- Improved coordination and communication among specialists, family physicians and families/patients. resulting in fewer gaps and assumptions about care.
- Decreased avoidable visits to the ER and hospital stays.
- Collaborative care team hubs are in place that include families/patients.

PROJECT HIGHLIGHTS

- **Three virtual Meet & Greet sessions** between home health nurses and their physician cohorts were held in March.
- **19 FPs and 3 Home Health Nurses participated** in the pilot
- Initial data indicates 'Meet & Greet' improved relationship between Community Health Nurses and Family Physicians and increased communication. Project committee has agreed to roll out to wider cohorts.
- Early conversations with the JPOCSC Seniors Clinic leadership team to identify gaps on both sides.

Pathways is an online specialist referral tool for physicians and their office staff to enhance and improve the process of referring patients to specialists and clinics. The aim of Pathway is to facilitate quality referrals by providing a comprehensive database of specialists and clinics across the province, allowing users to quickly sort through and filter specialist and clinic information to find a provider that best meets a patient's needs.

PATHWAYS

Physician Lead: Dr. Elaine Jackson

Staff Lead: April Bonise

Achievements in 2020-2021

- Growth of medical directory to include just shy of **450 Specialists and 150 Specialty Clinics in SND**
- Growth of user base to include **1,167 users in SND**
- **Launch of the Pathways Referral Tracker** in Surrey/North Delta
- **Launch of public facing Medical Care Directory** (previously the Virtual Care Directory)
- Alignment with overall PCN technology-enablement strategy

Focus for 2021-2022

- Completion of Referral Tracker implementation and user optimization.
- Launch of a community services directory.
- Development of a Pathways utilization strategy that fully enhances all the Pathways streams to enable the PCN work being done in the community.

Pathways By the Numbers in Surrey-North Delta

Users: 619

FP Profiles: 104

SP Profiles: 444

Clinic Profiles: 114

