



ANNUAL REPORT
2023-2024



TEAM

BOARD OF DIRECTORS



Dr. Cornel Barnard,
Chair



Dr. Shaun Davis,
Vice Chair



Michele Logan,
Treasurer



Dr. Ben Anders,
Secretary



Dr. Graham Dodd,
Physician Board Liaison



Dr. Meghan MacDonald,
Human Resources Liaison



Dr. Paul Mackey



Natalie Manhard, NP(F)



Dr. Patrick McCaffery

STAFF



Katherine Brown,
Executive Director



Ross Gibson,
PCN Implementation Manager



Sarah Graham,
PCN Manager



Lindsay Kaluza,
Operations Lead



Neil Rachynski,
Communications Lead



Shelley Sim, *Community and
Recruitment Lead*



Melanie Todd,
Senior Project Manager



Shawn Wenger,
Network Coordinator



Ania Zubrowska,
Project Manager

PHYSICIAN, NURSE PRACTITIONER, AND MIDWIFE LEADS

Dr. Nagu Atmuri - *Maternity*

Dr. Shirley Sze - *Eating Disorders*

Dr. Cristina Liciu - *Long-term Care Initiative*

Dr. Shaun Davis - *Maternity*

Joanna Norman, RM - *Maternity*

Dr. Rob Baker - *Palliative Care*

Dr. Stephanie Bourdeau - *Pathways*

Dr. Cynthia Lau - *Adult Mental Health and
Substance Use*

Dr. Meghan MacDonald - *Oncology*

Dr. Paul Mackey - *After Hours Care Program*

Dr. Phil Sigalet - *Primary Care Networks*

Dr. Mary Pickering, NP - *Primary Care Networks*

Dr. Graham Dodd - *Emergency Preparedness*

OUTGOING DIRECTORS AND STAFF

Dr. Cristina Liciu, *Treasurer*

Dr. Lennard Pretorius, *Treasurer*

Chelsea Brookes, *Member Integration Lead*

Sue Lissel, *Senior Network Lead*

Jennifer Baldes, *Finance Lead*

Shelley Breen, *Development Lead*

Tim Shoults, *Executive Director*

Rhonda Eden, *Director, Partnerships and
Programs*

Elizabeth Leston, *Recruitment Specialist*



We acknowledge that the land upon which we live, work and play is located within the unceded traditional lands of the Secwépemc Nation.

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Photos:

Dr. Thomas Canale

Dr. Graham Dodd

Taylor Burk/Tourism Kamloops

Carmen Ruiz/Tourism Kamloops

Dylan Sherrard/Tourism Kamloops

Submitted

- ▶ **Welcomed new members:** Joanna Norman, Midwife; Madelaine Reid, NP; Dr. Kaitlin Toplak, Resident; and Dr. Zoe Glover.
- ▶ **Primary Care Networks (PCN)** Nurse Practitioner began in Simpcw community.
- ▶ **Thompson Region Family Obstetrics (TRFO)** reopened following support from the Division.
- ▶ Managed **locum** inquiries for TRFO.
- ▶ Supported **physician recruitment** by providing tours to physicians who considered relocating to Kamloops.
- ▶ **After Hours Care program pilot** working groups officially launched, readying to support 24-hour attached patient care.

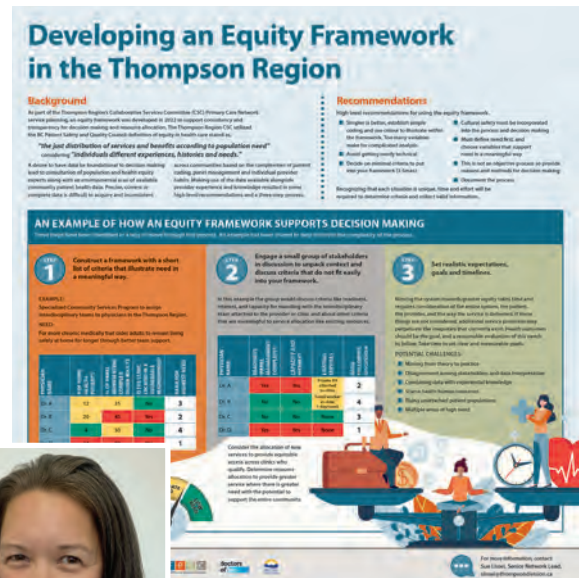


▶ Supported the second-year resident graduation and arranged a New To Practice contract session for residents.



▶ Delivered a maternity care refresher session for 27 primary care providers

- ▶ Supported the new **First Steps Pregnancy Triage Clinic** and hosted a stakeholder engagement session.
- ▶ Co-hosted **UBC Scholar Day** with work from 12 residents.
- ▶ Media training completed for Division spokespersons.
- ▶ Presented to **Kamloops City Council** about local physician recruitment and retention.
- ▶ Participated in a **private sector** think tank for community involvement in physician recruitment and retention.
- ▶ **RIH Foundation** committed \$10,000 to support TRFO locums.
- ▶ Shared Care funding approved: **\$100,000 for Palliative Care project.**



▶ Physician Quality Improvement training project completed with Dr. Shauna Tsuchiya.

▶ Quality Forum showcased three Division initiatives.

- ▶ **Welcomed new members:** Dr. Rachel Cook; Dr. Samantha Keeling; Dr. Puneet Kaur, Resident; Allan Lai, NP; Dr. Sean Whiting, Resident; and Martin Wloka, NP.
- ▶ **After Hours Care program pilot** saw 22 Thompson Region physicians sign up to staff or use the service upon launch.
- ▶ Received approval for **\$275,361 for community physicians** to continue care for their patients when admitted to Royal Inland Hospital.
- ▶ Established a **Maternity Network** for the Thompson Region, and supported the opening of **First Steps Pregnancy Triage Clinic**.
- ▶ Successfully completed the Division's summer and fall **member engagement**, with 50 responses to our practice survey.
- ▶ Matched with an **International Medical Graduate** to complete a return of service in the Thompson Region.



▶ Division staff attended IH West Incident Command, supporting primary care providers and patients during the wildfire crisis. The Division received \$17,600 in Emergency Response funding from FPSC to support the efforts.



- ▶ Onboarded a new **Executive Director**, Katherine Brown.
- ▶ Supported the opening of **The Hatchery**, a new gender-affirming care clinic.



▶ Supported the Annual Medical Staff Wellness and Welcome Barbecue at Tod Mountain Thoroughbreds with RIH Foundation, and Royal Inland and Hillside Physician Association.

- ▶ Hosted the Division's 13th Annual General Meeting, welcoming new Board members with new roles.

- ▶ **Welcomed new members:** Dr. Brian Hayes, Resident; Dr. Kristine McDonald; Amanda Ried, NP; and Dr. Shaira Somani.
- ▶ More than 110 FPs and NPs attended four **MHSU lunch-and-learns**.
- ▶ A **Long-term Care focused polypharmacy education session** attracted 14 LTC providers.
- ▶ **After Hours Care program pilot** enrolled 33 local FPs to staff the service.
- ▶ Shared Care funding approved: **\$150,000 for Maternity Care project**.
- ▶ A third nurse practitioner received PCN Early Draw approval.
- ▶ **Residency engagement event** hosted for 16 UBC Family Practice residents.
- ▶ Supported **physician recruitment** by connecting with six locums and potential recruits.
- ▶ Coordinated site visits for our **International Medical Graduates** match.



▶ The Division and Practice Support Program hosted 27 attendees at an MOA Appreciation event.

- ▶ New **Inpatient Care, Attachment Mechanism, and Health Emergency Management** funding approved by the Board in a revised 2023-2024 budget.
- ▶ Lindsay Kaluza, **Operations Lead**, joined the Division Team.
- ▶ All Division staff and five members enrolled in **San'yas Indigenous Cultural Safety Training Program**.



▶ Dr. Shaun Davis, Dr. Graham Dodd, and Katherine Brown, Executive Director, attended the two-day FPSC Primary Care Partners Event and Divisions Learning Session in Vancouver. Topics covered the past, current and future state of primary care in BC, information on the PCN Governance Refresh, and the role of Divisions of Family Practice as the primary care landscape evolves



▶ Fall/Winter edition of the Connexion newsletter produced and sent to 200 members.

- ▶ **Welcomed a new family physician:** Dr. Adeyinka Alabi to the community of Barriere.
- ▶ Hosted a **Long-term Care focused palliative care education session** for 18 LTC providers.
- ▶ Six-month extension granted to **After Hours Care program**.
- ▶ Board Chair and Executive Director attended **Interdivisional Strategic Council** meetings, with a focus on cultural safety and humility.
- ▶ \$287,680 in new funding approved for: **Inpatient Care, Shared Care Eating Disorder project**, and **PCN backbone** funding.



- ▶ Hosted two engagement events:
A St. Patrick's Day meet, and a social with
- ▶ UBC residents and neighbouring Divisions.



- ▶ **Adult Mental Health and Substance Use**, and **Post-Acute Sequelae of COVID-19** projects closed and final reports submitted.
- ▶ New **Attachment Coordinator** completed **Health Connect Registry** training, drop-in clinic meet-and-greets, and assisted with long-term care attachments.
- ▶ Facilitated **Interprofessional Communication and Conflict** learning session for Medical Office Assistants.
- ▶ Completed Q4 year-end activities with the Division in a good financial position.
- ▶ Division Board of Directors attended Doctors of BC's **Board training** events; **Board policy committee** struck.
- ▶ Two new staff members joined the Division: Ania Zubrowska, **Project Manager**, and Shelley Sim, **Community and Recruitment Lead**.



- ▶ **PCN Steering Committee Terms of Reference** working group was struck.

EXECUTIVE DIRECTOR'S REPORT



Having just finished my first year in this position, I am impressed and humbled by the incredible people and exceptional work that our members and staff have completed to not only sustain, but also improve, primary care delivery in our region.

There have been significant changes in the primary care system in recent years, and this past one was no exception. With challenges come great opportunity. We are supporting members with their priorities, listening to gaps and challenges, and advocating at local, regional and provincial tables to ensure Thompson Region priorities are well communicated.

Member-driven initiatives that the Division supported include projects focused on mental health and substance use, eating disorder management, maternity care, palliative care, oncology, and the overarching sustainability of primary care in the region. We continued to work with partners on system-level opportunities that provide funding for clinical and administrative resources to support the implementation of PCNs, patient attachment, emergency preparedness, recruitment, member engagement, and more.

Our recruitment efforts included both short-term and long-term strategies such as supporting residents, participating at regional and provincial recruitment tables, and supporting International Medical Graduates to find their ideal practice locations, among other activities. The introduction of the Recruitment and Community Coordinator role enabled members to feel welcomed and continuously supported by the Division. At the Division, we also renewed our commitment to cultural safety and humility by funding all staff and members to participate in the San'yas Anti-Racism Indigenous Cultural Safety Training Program.

In 2023-2024, our Board of Directors committed to strategic governance, supporting the development of physician leadership and succession planning, and creating a positive organizational culture for the staff who support our members. Division staff focused on ensuring that member time is valued and spent on activities that yield tangible results for both the provider and communities they support. We increased revenue and reduced staffing costs and focused on project outcomes providing members with evidence that their leadership makes an impact.

This has been an exciting and rewarding year for the Division — I would like to take this opportunity to acknowledge the hard work and commitment of our members, staff, and the Board. Thank you to the Division members who have led initiatives over the last year, and the Board for your ongoing dedication to governance and leadership in a rapidly changing environment.

I would most importantly like to thank the staff for their dedication and generosity in helping the Division grow and be of good service to the Thompson Region Division members.

Katherine Brown, *Executive Director*

CHAIR'S REPORT

I feel honoured to have served as Chair, supporting and working with our members, staff, and Board of Directors this past year. It's bittersweet to end my term as Chair, though I look forward to continuing with the Board for another term as Past Chair.

As I reflect on my time, I'm astonished by the progress we've made in one year. We onboarded a strong and effective Board, we identified the need for a refresh of our strategic plan, we successfully onboarded our new Executive Director, Katherine Brown, and we supported physician leaders to participate in a variety of projects and initiatives, strengthening networks and connections across the region.

To ensure that governance activities were balanced and sustainable, we looked at the sustainability of the Health Leadership Committee, struck a Board Governance Committee, and introduced two new Board roles: Physician Liaison and HR Liaison to support collaborative partnerships and Executive Director development respectively.

Our focus this past year included supporting members to take on leadership of a variety of health system projects and initiatives, recruitment and retention of our providers, and ensuring members feel supported. We hosted a variety of events, including a well-attended Mental Health and Substance Use lunch-and-learn series that we will continue to build on and offer.

The strength of our Division is our shared passion for improving health care for the communities we serve. It is my deepest hope that recent system improvements such as the rollout of the Longitudinal Family Physician payment model — along with the implementation of PCNs — will contribute to the improvement of the primary care system and ease the recruitment challenges we face in our BC Interior communities.



Some of our achievements from last year include:

- Establishment of a regional Maternity Network and supported the opening of the First Steps Pregnancy Triage Clinic.
- Conducted a member engagement initiative with participation from more than 50 members.
- Successful implementation of the After Hours Care program pilot.
- Final submission of PCN Service Plan after several rounds of Ministry of Health discussions.
- Collaborative work with Secwépemc communities in the finalization of the PCN Service Plan.
- The implementation of the first PCN clinical resources with three early draw PCN Nurse Practitioners in Simpcw, Adams Lake, and Kamloops.

Finally, I would like to sincerely thank our dedicated Division staff for their partnership and support in executing the vision and mission of the Thompson Region Division of Family Practice.

Dr. Cornel Barnard, Chair

TREASURER'S REPORT



As we close the 2023-2024 fiscal year, we reflect on the work and the financial position of the Division in preparation for the upcoming year. Throughout the year, the Division has made substantial strides in enhancing the transparency and efficiency of our fiscal management. We are in a strong position to tackle the implementation of PCNs, while maintaining our dedication to our existing programs, projects, and services. This strategic advancement reflects our commitment to both innovation and continuity in serving our members' needs.

I'm pleased to present a concise overview of our Statement of Financial Position and Statement of Operations. Once again, we've received an unqualified clean audit opinion, affirming that these statements

accurately represent the financial standing of the Thompson Region Division of Family Practice Society as of March 31, 2024, in all material aspects. It is worth noting that both summarized statements are derived from our audited financial statements, and I encourage review of the accompanying disclaimer for full context.

This financial update underscores our commitment to transparency and sound financial management as we continue to serve our members and advance our strategic initiatives.

Dr. Cristina Liciu, *Outgoing Treasurer*

Statement of Financial Position

For the year ended March 31	2024	2023
Assets		
Current		
Cash	\$ 1,025,401	\$ 755,341
Accounts receivable	35,949	9,219
Prepaid expenses	15,202	15,879
	<hr/>	<hr/>
	1,076,552	780,439
Capital Assets (Note 3)	27,761	33,195
	<hr/>	<hr/>
	\$ 1,104,313	\$ 813,634
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 4)	\$ 110,686	\$ 137,218
Deferred revenue (Note 5)	669,619	372,117
	<hr/>	<hr/>
	780,305	509,335
Net Assets		
Invested in Capital Assets	27,761	33,195
Internally Restricted (Note 10)	296,247	271,104
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	324,008	304,299
	<hr/>	<hr/>
	\$ 1,104,313	\$ 813,634

Statement of Operations

*These summarized financial statements do not contain the accompanying notes which are an integral part of these financial statements, as required by Canadian generally accepted accounting principles for not-for-profit enterprises. Readers are cautioned that these summarized statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete audited financial statements which are available from the society upon request.

For the year ended March 31	2024	2023
Revenue		
Administration	\$ 155,045	\$ 58,631
SC - Adult Mental Health and Substance Use	33,391	19,521
SC - Emergency Preparedness	12,320	76,264
FPSC After Hours Support Program	33,000	25,000
FPSC HEMS Gate 1	5,000	-
FPSC Engaging Patient Medical Home	216,444	194,935
FPSC HEMS Gate 2	17,600	-
FPCS Interior Physician Recruitment & Retention	-	12,773
FPSC IPC Funding	275,361	-
FPSC Long Term Care Initiative	348,693	346,900
FPSC Maternity	10,966	13,926
FPSC Patient Attachment	115,214	34,786
FPSC Primary Care Networks	24,685	129,000
FPSC Recruitment	57,500	48,250
Infrastructure	652,579	678,185
RIH Foundation - Physician Recruitment	2,848	3,907
SC Cancer	31,477	15,000
SC Development and Implementation	6,510	14,852
SC Discharge Clinic	1,928	5,200
SC Eating Disorders	9,320	5,168
SC Maternity	-	15,253
SC Palliative Care	32,505	63,249
SC PASC COVID-19	5,032	39,410
SC Perinatal Comm Integ	17,495	-
	2,064,913	1,800,210
Expenses		
Program Services:		
Communications	34,502	26,994
Meetings and events	32,857	29,330
Physician	673,176	401,769
Professional support (Note 11)	1,159,492	1,269,161
Travel expenses	14,453	11,787
	1,914,480	1,739,041
Administration		
Amortization	7,556	7,641
Insurance	2,563	1,170
Memberships and licences	906	840
Office expenses	13,263	15,163
Professional fees	21,133	15,892
Rental	71,167	69,597
Small equipment purchases	9,961	8,964
Interest and bank charges	2,247	3,846
Other operating expenses	1,928	-
	130,724	123,113
	2,045,204	1,862,154
Excess (deficiency) of revenues over expenses	\$ 19,709	(61,944)

PHYSICIAN QUALITY IMPROVEMENT, MEMBER ENGAGEMENT

Member input is invaluable to the Division — our work is guided by what our members tell us. In reflecting on this past year, we wanted to highlight four examples of challenges or ideas brought forward by members and how we actioned them.

Physician Quality Improvement

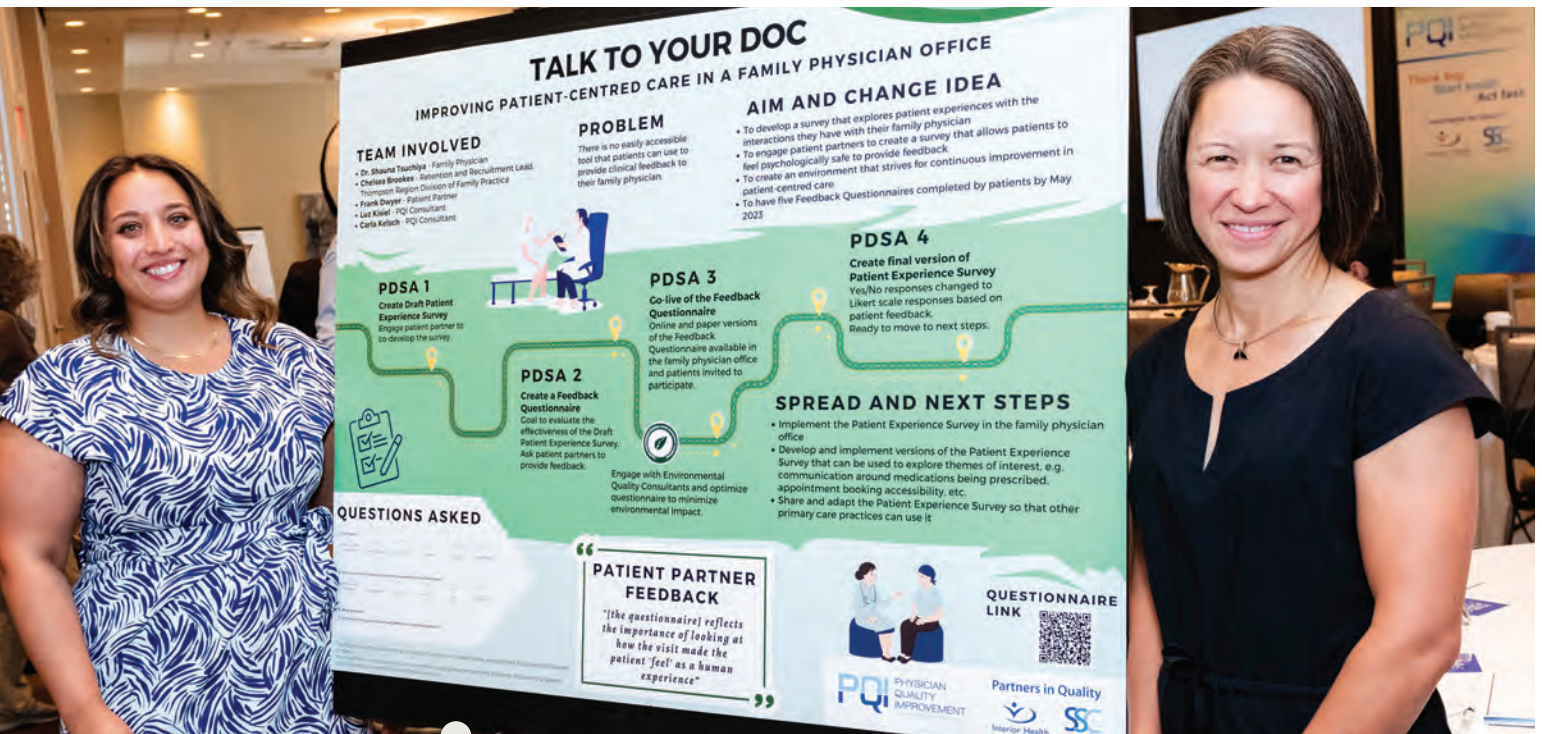
Dr. Shauna Tsuchiya approached the Division about supporting her with a Physician Quality Improvement (PQI) project as part of a dyad with Chelsea Brookes. PQI provides hands-on training and learning projects to help physicians with quality improvements in health care. Over the course of a year, Chelsea and Dr. Tsuchiya worked together through training sessions. The goal of the project: To develop a customized patient-experience questionnaire for Dr. Tsuchiya's patients to provide actionable feedback. This tool can be adapted for other members to use in their own practices.

Member Engagement

From July to September 2023, the Division staff team endeavoured to meet with as many practicing members as possible. We ended up having meetings with 49 people. We learned a lot — from patient challenges in accessing mental health services, to the benefits of the new longitudinal family physician payment model, to feelings of isolation and a lack of community.

Connecting with the membership is what gives our work purpose and enables us to do our best work. We were able to action much of what we heard and have taken the rest of the input for future consideration.

Pictured, from left: Chelsea Brookes, former Member Integration Lead, and Dr. Shauna Tsuchiya



AFTER HOURS CARE PROGRAM, MENTAL HEALTH LUNCH-AND-LEARNS



After Hours Care Program

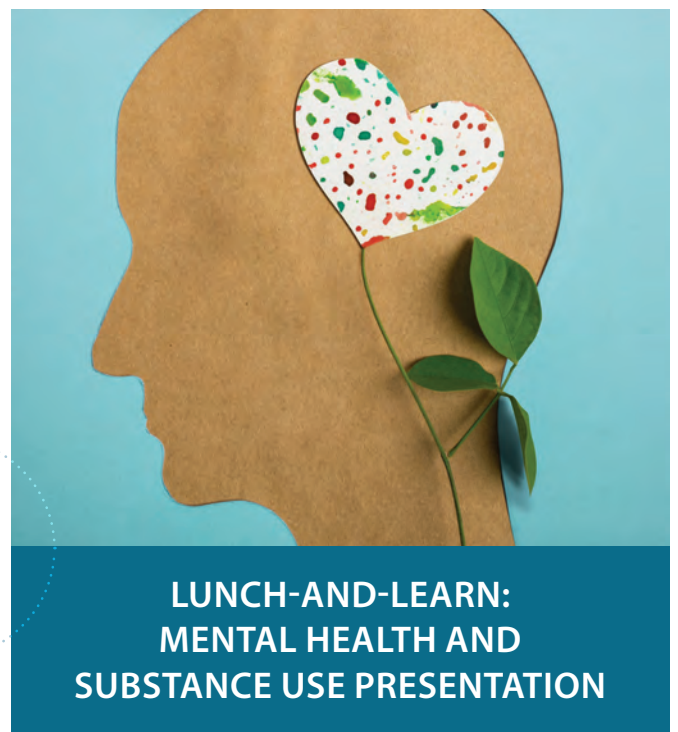
Members have often told us that the College requirement for 24/7 coverage for their patients is a burden as a family physician in BC. Unpaid after-hours coverage had also been highlighted as a challenge. The Thompson Region has been part of a provincial pilot program to try to find a sustainable solution to these problems since 2022.

This year, the After Hours Care program will expand to a provincial service. Primary care providers can satisfy the College’s requirement for 24/7 coverage by signing up as a user of the program. Attached longitudinal patients of family doctors and nurse practitioners can call the service when their clinic is closed and speak to a family physician.

Mental Health Lunch and Learns

One of the major things we heard when meeting with members is the lack of access for patients needing mental health care and a desire for more education to better support patients. From that feedback, we aligned with the Adult Mental Health Shared Care project and hosted a series of mental health focused lunch and learn sessions in late 2023. The topics were Attention Deficit and Hyperactivity Disorder Part 1 (Assessment and Diagnosis), Attention Deficit and Hyperactivity Disorder Part 2 (Treatment), Alcohol Use Disorder, and Advanced Smoking Cessation.

The 2023 MHSU Lunch and Learn education series was a project highlight as well. Physicians and nurse practitioners were extremely complementary of the presenters and applicability of the content to their practices. These sessions demonstrated the appetite for educational and applicable learning offered locally.



**LUNCH-AND-LEARN:
MENTAL HEALTH AND
SUBSTANCE USE PRESENTATION**

MATERNITY CARE INITIATIVE



Passionate, innovative, and committed are just a few words to describe our maternity care provider leaders in the Thompson Region.

Thompson Region Maternity Care providers gathered to discuss the evolution of the Shared Care Maternity project. [Pictured, from left:] Dr. Nagu Atmuri; Dr. Ruth Brighthouse; Dr. Jenn Olsen; Dr. Hilary Baikie; Angela Smith, RM; Dr. Tiffany Hornbeck; Dr. Linda Jiao; Rosalynd Curry, RM; Ace Porter, RM; and Dr. Li-Hsuan Hsiao.

Despite the myriad maternity care challenges faced locally and beyond, maternity care providers in the Thompson Region continued to show up and lead initiatives that sought to improve patients' access to timely, quality, maternity care.

In May 2023, 27 primary care providers enhanced their prenatal care knowledge by participating in a locally developed maternity care webinar that built local capacity during challenging times. The Thompson Region Family Obstetrics clinic signed a new service contract following months of negotiation in the summer of 2023 that contributed to the retention of maternity care providers and the sustainability of regional maternity care.

In September, Kamloops saw the opening of the First Steps Pregnancy Triage Clinic, an innovative interdisciplinary triage clinic that serves as a 'one-stop shop' for anyone newly pregnant, diverting unattached patients from the Kamloops Urgent Primary Care and Learning Centre and Royal Inland Hospital Emergency Department.

Innovation will continue into the 2024-2025 fiscal year through new Shared Care funding secured in November 2023 to streamline maternity care services and plan for innovative clinic models and positions to support the high-risk and unattached pregnant population.

ONCOLOGY AND PALLIATIVE CARE

The 2023-2024 fiscal year saw the evaluation of the Pain and Symptom Management Clinic to enhance the coordination of patient care between primary and specialty care, and clinic capacity allowed for trialing service expansion beyond the cancer patient population to include those with life-limiting illnesses.

Knowledge exchange opportunities were secured at the Joint Collaborative Committees Pre-Forum events to showcase local physician leadership in establishing two

new service options for patients with life-limiting illnesses: Pain and Symptom Management Clinic, and the Outpatient Palliative Care Clinic at the Marjorie Willoughby Snowden Memorial Hospice Home.

Connections were built and nurtured with local and provincial cancer supportive care leaders to explore opportunities to increase access to and knowledge of supportive care services and resources amongst cancer patients in the Thompson Region.

Enhancing the Palliative Care Model in the Thompson Region

Goal: Earlier palliative consults/referrals to the palliative care on-call physician team are being encouraged to improve quality and experience of care for both patients and physicians.

Gaps: Some physicians of the palliative care on-call team do not have ready access to clinical space for meeting and examining community-based palliative patients, nor does the team have a shared charting system.

Opportunity: The palliative care on-call physician team is collaborating with the local Hospice House on a quality improvement project to address these gaps. Space is being allocated at Hospice, along with access to shared equipment and programs (electronic medical record, computer and associated technology, and medical equipment) for the physician team to provide in-person interviews and examinations of palliative care patients possibly needing intervention.

Length: 3-6 months, or until 10 patients are seen.

Timeline: Begin January 2023

Evaluation: Hospice staff, patients/families and providers will be invited to share their experience through PQI survey links to allow for the group to examine the project impact and feasibility of sustaining the service model moving forward.

Key Concepts: TIMELY ACCESS, COORDINATION OF CARE, TEAM-BASED APPROACH TO CARE

Central Message: Bridging the Gap for Better Palliative Care

The Division presented a Palliative Care Model storyboard outlining the new outpatient palliative care clinic at the Joint Collaborative Committees' 2023 JCC Pre-Forum event, part of Health Quality BC's Quality Forum.

YOUR DIVISION

House

STARTS HERE



We would like to thank our funders, including the Family Practice Services Committee, Shared Care Committee, Doctors of BC, and RIH Foundation for their contributions to the initiatives lead by the Division.

Contact Us

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Thompson Region

Division of Family Practice

An FPSC initiative