

ANNUAL REPORT 2016–17



Thompson Region
Division of Family Practice
A GPSC initiative

OUR GOAL

By 2020, the Thompson Region is the model community for the delivery of family medicine and primary health care in British Columbia.

OUR VISION

A community of family practitioners working collaboratively to pursue excellence in family medicine in such a manner that improves physician and patient satisfaction and wellness with consideration to cost efficiency.

OUR MISSION

- To support the Thompson Region community of family practitioners in their pursuit of excellence and innovation in family medicine and patient care.
- To be the place where family physicians go to identify their needs, engage in learning, and participate in collaborative community-based solutions to improve family medicine and primary care.
- To provide physician leadership in systems with clinical improvements, collaborative community-based learning, and improvements in family medicine and primary care.
- To promote physician health and collegiality.
- To advocate for the essential role of family physicians in the delivery of health care.

We value the ability to listen, learn, collaborate, be inspired by, and innovate with our physicians, our community, and our partners with respect and integrity.



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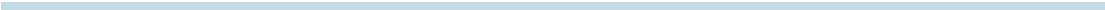
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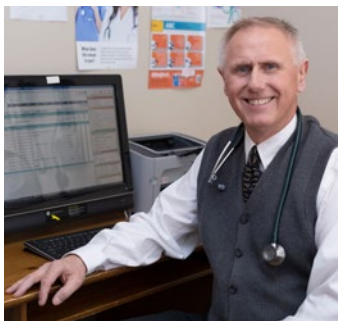
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CHAIR'S REPORT



Dr. Chip Bantock
Chair

Our seventh year in operations was one of transition and growth for the Thompson Region Division of Family Practice. As many of you are aware, Kamloops was at the centre of Primary Care Transformation work and we had the opportunity to work directly with the Ministry of Health on this agenda. As a proof of concept community, we strongly advocated to Doctors of BC and the Ministry of Health for the essential role of family physicians, the need for sustainability versus short term gains, and the necessity to be community-minded in this transformation work.

We engaged you, our members, and the Ministry of Health in a series of strategic conversations throughout the summer and fall of 2016 around your desired models for family practice and primary health care transformation in our community. These efforts

resulted in some frustration (felt by all, your Board included) and some disengagement due to the political nature of this agenda running parallel to that of our Division. At the end of the Proof of Concept work, you encouraged us to refocus on member-driven initiatives and expand our partnerships in order to stay grounded and effective, which we continue to do as we move forward.

Another exciting transition this year was the implementation of our new by-laws which allow the Division to have Nurse Practitioners along with Specialists and Midwives as new Associate Members. To date we have 12 NPs who have joined our Division membership and we identified our first Midwife Lead on an Obstetrics project. Our new Associate Members have participated in our engagement events, attended our Board meetings, and will hopefully continue to be active contributors in shaping the Thompson Region's delivery of primary care in the future.

At a project level our work saw the wrap up a number of projects this year including Endocrinology Telehealth, A GP for Me, Shared Care Environmental Scan, and Transitions in Care Polypharmacy. We also were successful in receiving funds for a number of new member-driven projects including

Access and Continuity of Care for Older Adults, Polypharmacy Risk-Reduction, Patient Medical Home Funding, Breast Health Journey, and Chronic Pain Exploratory Funds. We launched Pathways last summer, which continues to be a great resource for our community.

At the Division office we also completed a physical office revision to make our space more efficient, welcoming, and to have space for our growing team and Board. If you have not been by our office in a while please stop by and see the space. We would be happy to welcome you. We also thank a number of our talented physician photographers, including many from our Board of Directors and Dr. Gorman for contributing their photos to our office walls and also our new printed materials.

At the Division office we also felt transition with the retirement of our long time Executive Director, Chris Hollstedt. Chris brought our Division from its earliest days to the organized respected position we are in now. We thank her for her five years of dedication and hard work. After an extensive search for a new Executive Director with the support of an outside HR consultant it is my pleasure to say that Monique Walsh, our previous Initiative Lead, was the successful candidate. She took on the role of Executive Director in



December and has been working with our Board of Directors, our members, and our staff to develop this next chapter for the Thompson Region Division..

Some of the exciting changes to come involve moving closer to our organization's goal of becoming a model community for the delivery of family medicine and primary health care in British Columbia by 2020. We have been asking you to help us define what a "model community" looks like for the Thompson Region so we can make sure we are taking steps in the right direction.

We have heard you say we need to continue to build stronger relationships with our new medical residents and graduates, as they can contribute to the future of the Thompson Region. We have heard you say you want to have opportunities to build networks and integrated teams

that work for you. You also want a community that encourages balance for their primary care providers and a learning culture among colleagues.

Access remains one of your top priorities and has been for this Division since I've been involved. In order to support this we have developed new marketing materials to support our recruitment and retention efforts. Our "It Starts Here" campaign paired with a Division Quality Improvement Framework will hopefully support this important area of focus over the coming year. We are also consciously building new partnerships, including with the new Royal Inland Hospital Physician Association, and also in our community to really bring the recruitment and retention of Family Physicians front and centre.

Thank you to all of you who work so hard and are dedicated to our

Division. Physician leadership has always been, and continues to be, the key to our success. We have more than 30 physician leads actively involved at a project and/or governance level of our organization. Those of you who champion primary care, the development of integrated system, and lead us towards a being model community — you inspire me and have made my time as Chair of this Division incredibly rewarding. Special thanks to our Board of Directors as well as our team of dedicated staff for all your hard work and contributions over this past year.

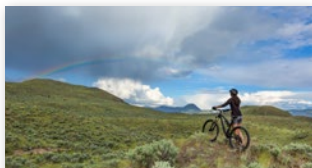
Sincerely,

A handwritten signature in dark ink, appearing to read "Dr. Bantock". The signature is fluid and cursive, written on a light background.

Dr. Chip Bantock
Chair, Thompson Region
Division of Family Practice

HIGHLIGHTS OF THE YEAR

YEAR IN REVIEW



April 2016

- Primary Care Transformation and Your Practice Engagement Event with 26 members
- Polypharmacy wrap up and thank you event
- Extraordinary Collaborative Services Committee (CSC) with Deputy Minister of Health, Stephen Brown



May 2016

- Interdivisional Strategic Council (ISC) meeting in Kelowna
- Transitioned Division website to new web platform
- Launched Urban Locum Service with Excel Personnel
- Submitted proposal for Polypharmacy Risk Reduction project

June 2016

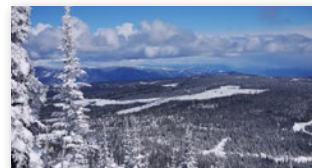
- First class of family medicine residents graduates
- Divisions of Family Practice: Strengthening our Common Agenda – provincial round table in Vancouver
- Primary Care Transformation and Your Practice Engagement Event with Stephen Brown, Deputy Minister of Health, and 33 members
- [Endocrinology Telehealth](#) final wrap up celebration
- Completed [A GP for Me Final Report and Final Evaluation Report](#)

July 2016

- Proof of Concept Community work begins in Kamloops
- Co-presented Division Proof of Concept proposition to the CSC
- Meeting with the Deputy Minister of Health, Stephen Brown
- [Transitions in Care](#) final wrap up celebration
- Collaborative Services Committee meeting with Interior Health CEO, Chris Mazurkewich
- Completed [Nurse in Practice toolkit](#)

August 2016

- Ministry of Health meetings and site visits with members about primary care transformation and the Targeted Strategic Operating Model (TOM)



September 2016

- 6th Annual General Meeting and physician engagement event with 28 members
- Thank you to Dr. Miranda du Preez for her years of service on the Board of Directors
- Pathways launches with in our community
- A GP For Me Wrap Up Celebration – funding extension for four projects ends

October 2016

- Media release on Ministry of Health's Four Point Action Plan and North Shore services
- Launch of Nurse in Practice
- Child and Youth Mental Health and Substance Use Learning Session 8

November 2016

- Attended St. Paul's continuing medical education conference and Family Medicine Forum
- Breast Health Journey project submission to Shared Care Steering Committee and funding approved for \$28,000
- Residential Care Initiative home data review
- Submitted [A GP for Me Addendum Report](#)
- [Polypharmacy Risk Reduction Patient Medication Process Map](#) created
- New bylaws came into effect

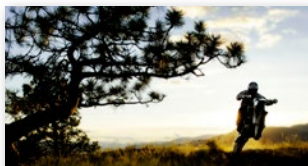
December 2016

- Handover of Child and Youth Mental Health and Substance Use project to Canadian Mental Health Association
- Submitted resource requirements for continued engagement around the Ministry's four point action plan
- Responded to a media release from Interior Health and the Ministry of Health
- Formed CSC Working Group to focus on the Patients Medical Home work
- Hired new Executive Director – Monique Walsh



January 2017

- Interdivisional Strategic Council (ISC) meeting in Kelowna
- Recruitment ads in Canadian Medical Association Journal
- Submitted Chronic Pain Expression of Interest and approved for \$15,000

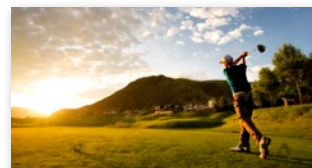


February 2017

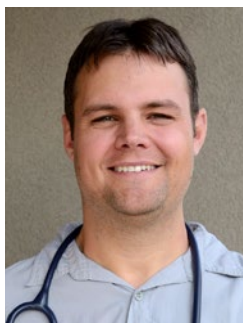
- Time to Air Engagement Event with 21 members
- Physician recruitment partnership meeting with IHA, Health Match BC, and Ministry of Health
- Approved nurse practitioners as associate members
- Hosted engagement event for nurse practitioners as new members

March 2017

- Migrated *Work Here* and *Maternity Care* websites to the Division website
- Met with Rural and Remote Division to explore areas of overlap and better support physicians
- Submitted request for funding from RIH Foundation to support physician recruitment and approved for \$50,000
- Child and Youth Mental Health and Substance Use Congress
- Family Practice Teaching Centre event with nine attendees
- Commenced Patient Attachment System handover to HealthLinkBC



TREASURER'S REPORT INTRODUCING THE FINANCIAL STATEMENTS FOR 2016–17



Dr. Lennard Pretorius
Treasurer

As Treasurer, I lead the Finance and Audit Committee responsible for developing and overseeing implementation of sound fiscal policies and systems to ensure our Division is accountable for the funds we manage on behalf of our members and funding organizations. The committee monitors spending and advises the Board on our financial position and our ability to undertake new projects. I can say with confidence that we have

the controls and team in place to manage the current — and take on new — initiatives as needed that will benefit our members.

The following Statement of Financial Position and Statement of Operations, extracted from the audited financial statements*, presents fairly, in all material respects, the financial position of the Thompson Region Division of Family Practice Society as of March 31, 2017.

Statement of Financial Position as of March 31, 2017

ASSETS

Cash	\$	495,113
Accounts receivable	\$	29,454
Prepaid expenses	\$	15,420
Total Assets	\$	539,987

LIABILITIES AND NET ASSETS

Accounts payable	\$	27,579
Employee deductions payable	\$	23,601
Deferred contributions	\$	394,333
Total Liabilities	\$	445,513

Net Assets

Unrestricted	\$	10,030
Internally restricted	\$	84,444
	\$	94,474

Total Liabilities and Net Assets	\$	539,987
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Statement of Operations

Year ended March 31, 2017

REVENUES

A GP for ME	\$	130,966
CYMHSU Collaborative	\$	82,736
Infrastructure	\$	482,323
Transitions in Care	\$	60,042
GPSC – Residential Care	\$	303,595
GPSC – Impact Funding	\$	99,161
PMH – PCH	\$	67,000
Breast Health	\$	4,544
Total Revenue	\$	1,230,367

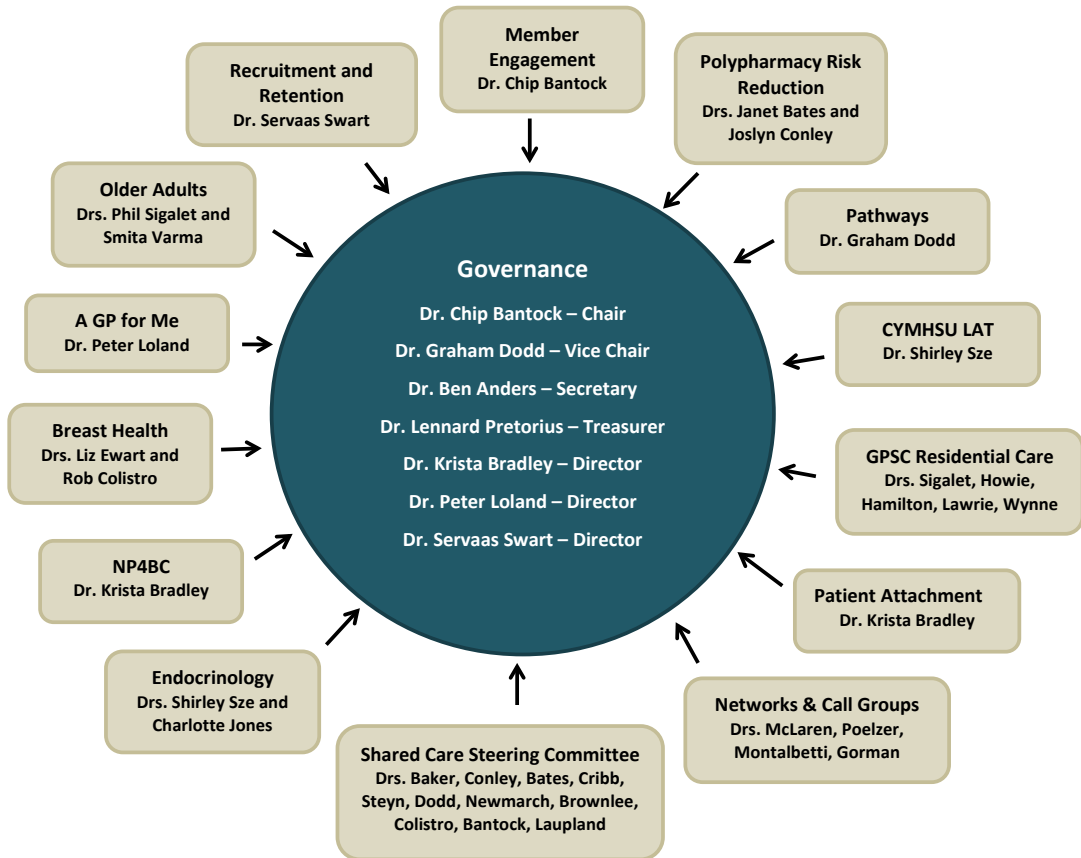
EXPENSES

Program Services		
Communications	\$	16,086
Meetings and events	\$	65,977
Physician	\$	355,709
Professional Support	\$	585,879
Residential Care – equipment	\$	110,621
Travel	\$	30,358
Subtotal	\$	1,164,630
Administration		
Accounting	\$	10,458
Insurance	\$	2,096
Memberships	\$	748
Office expenses	\$	14,940
Office facility	\$	37,495
Subtotal	\$	65,737
Total Expenses	\$	1,230,367
Excess of Revenues over Expenses	\$	–

* The following summarized financial statements do not contain all the disclosures 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 of 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.

PHYSICIAN LEADERSHIP

THANK YOU TO ALL OUR PHYSICIAN LEADS



DIVISION ACTIVITIES

STRATEGIC AREA OF FOCUS:

1. Organization design that enables physician leadership and engagement

Governance

Comprised of activities required to ensure the Division achieves the desired constitutional and strategic objectives while meeting all fiduciary and legal requirements. The Board of Directors, Finance and Audit Committee, and Executive Committee provide strategic leadership and oversight.

Board of Directors:

Drs. Chip Bantock, Graham Dodd, Ben Anders, Lennard Pretorius, Krista Bradley, Peter Loland, Servaas Swart.

Member Engagement

Input and leadership from members is fundamental to the Division's success. Member feedback shapes the strategic direction of the Division. The Division consults with, listens to, advocates for, and supports project work of members about matters that impact them and their practices.

Key accomplishments:

- Informed and engaged members about Primary Care Transformation work in Kamloops
- Hosted four member engagement events with 125 attendees

Physician Lead:

Dr. Chip Bantock



DIVISION ACTIVITIES CONT'D

STRATEGIC AREA OF FOCUS:

2. Division leadership and collaboration with our partners

Collaborative Services Committee

The Thompson Region Division of Family Practice, Interior Health, General Practice Services Committee (GPSC), and Ministry of Health together form the Collaborative Services Committee (CSC). The Committee is a forum for identifying and addressing issues and influencing health systems improvements with a focus on primary care.

Members: Dr. Chip Bantock and Cathy Thibault (co-chairs), Monique Walsh, Dr. Graham Dodd, Heather Cook, Shana Ooms, Dr. Curtis Bell, Afsaneh Moradi, Jason Giesbrecht.

Practice Support Program

The Practice Support Program (PSP) offers a range of practice support and educational services to Division members. Designed to improve both patient care and the doctor experience, PSP services are delivered to physicians in the Thompson Region at no cost via Regional Support Teams, and include:

- **In-practice support**, to help implement new processes or changes at local practices

- **Learning modules**, offering physicians access to CME-accredited courses to improve patient care
- **Small group learning sessions**, offering tailored learning opportunities on subjects of interest
- **Peer mentorship**, a group of champions who support physicians and their staff with electronic medical record optimization, clinical best practices and development and delivery of clinical modules

Key accomplishments:

- Almost 100 physicians have participated in PSP in the Thompson Region
- More than 50 clinics accessed in-practice support
- Offered small group learning sessions

PSP Coordinators: Ron Gorospe and Jo Styles (IHA)

Shared Care Steering Committee

The Thompson Shared Care Steering Committee's primary responsibility is to facilitate and oversee the development and progression of the Thompson Region's Shared Care projects.

Key accomplishments:

- Completed an environmental scan of current physician projects in the community
- Submitted four successful proposals and expressions of interest (Breast Health, Chronic Pain, Older Adults, Polypharmacy)

Members: Dr. Rob Baker and Dr. Joslyn Conley (co-chairs), Dr. Janet Bates, Dr. Alina Cribb, Dr. Kobus Steyn, Dr. Graham Dodd, Dr. Bruce Newmarch, Dr. Richard Brownlee, Dr. Robert Colistro, Dr. Chip Bantock, Dr. Kevin Laupland, Anne Marie Locas, Cathy Thibault, Carol Laberge, Monique Walsh, Laura Becotte.

Project Lead: Monique Walsh

STRATEGIC AREA OF FOCUS:

3. Collaborating where we make the biggest difference at our practice and in our community

Networks and Call Groups

Collaboration amongst peers can make a positive difference in practice and in the community. The Division supports call groups as informal networks that bring together family physicians and other caregivers.

Associate and Community Call

The Division provides administrative support to the Associate and Community on Call group, a service to ensure 24/7 care coverage from patients of family physicians with associate or no hospital privileges to enhance continuity of care for patients of family physicians in the community and

reduce physician stress as a result of collegial support. The service covers calls from the lab, calls from care homes, emergency visits to care homes, and calls from community nurses.

Key accomplishments:

- Supported the coordination of call group schedules
- Ensured 24/7 coverage for patients of family physicians with associate or no hospital privileges
- Continued to support Associate and Community Call as a core member service

Physician Lead: Dr. Rob McLaren

Project Lead: Brenda Phillips

Assigned In-Patient Care

Provides administrative support to the Royal Inland Hospital Assigned In-Patient call group network of family physicians with active hospital privileges to enhance continuity of care for patients of family physicians in the community and reduce physician stress as a result of collegial support.

Key accomplishments:

- Coordinated call group schedules
- Ensured physicians providing call are compensated for their service
- Ensured on-call coverage while being sustainable for participating physicians

Physician Leads: Dr. Peter Gorman, SUMGOOD, Dr. Kraig Montalbetti, Tuesday, Dr. Brian Poelzer, Thompson Region Family Obstetrics (TRFO)

Project Lead: Brenda Phillips



DIVISION ACTIVITIES CONT'D

Patient Attachment

Aims to provide a systemized approach to ensure that, as practice capacity becomes available, people in need have the means to find a family doctor, the health system has a means to attach high-needs patients, and new physicians have a means to fill their practices.

Key accomplishments:

- Identified process to transfer Division registry to HealthLinkBC
- Developed attachment process protocols
- Facilitated attachment with new practices

Physician Lead:

Dr. Krista Bradley

Project Lead: Chelsea Brookes



GPSC Residential Care

This initiative is designed to address challenges by enabling physicians to achieve five best practices and develop local solutions to improve care of patients in residential care homes. The five best practices are: 24/7 coverage and on-site attendance, proactive visits, meaningful medication reviews, key patient documentation, and annual case conferences.

Key accomplishments:

- Purchased bladder scanners for seven residential care homes (March 2017)
- Hosted the Circle of Care (May 2016) and Dementia Care Best Practices (June 2016) educational sessions
- Developed and implemented a Residential Care Call Service Algorithm

Physician Lead: Drs. Phil Sigalet, Andrew Wynne, Selena Lawrie, Doug Hamilton, Jim Howie

Project Lead: Laura Becotte

Endocrinology

The Division, Interior Health Authority, and UBC Okanagan collaborated on prototyping endocrinology telehealth services as a viable specialists' referral option in the Thompson Region.

Key accomplishments:

- Concluded the Endocrinology Project
- Drafted a final report

Physician Lead: Dr. Shirley Sze and Dr. Charlotte Jones

Project Lead: Monique Walsh

CYMHSU Local Action Team

Comprised of a diverse cross-section of stakeholders, the Child and Youth Mental Health and Substance Use (CYMHSU) Collaborative Local Action Team works collectively to increase the number of children, youth, and their families receiving timely access to integrated mental health and substance use services and supports.

Key accomplishments:

- Developed physician information packages
- Conducted 100 youth surveys related to the BC integrated Youth Centre
- Hosted a bus tour of mental health and substance use services for service providers
- Transferred the project to the Canadian Mental Health Association (December 2016)

Physician Lead: Dr. Shirley Sze

Project Lead: Laura Becotte



DIVISION ACTIVITIES CONT'D

A GP for Me – Implementation Extension

The provincial A GP for Me initiative officially wrapped up March 31, 2016 although four of our related projects, plus associated program management, evaluation, and knowledge exchange activities, were extended to the 2016-17 fiscal year. These showed high potential for success and required additional time to complete the implementation or to show results. The four projects are:

- **Family Physician Team-Based Care Centre Model (Incubator):** A business model was designed and presented to Division members. It is anticipated to enable patients to experience continuity of care with transitioning physicians and a supporting team. Additionally, physicians should have a centre of excellence to transition themselves into or out of practice in the Thompson Region. The focus is on team-based care to maximize patient outcomes and satisfaction.

- **Urban Locum Service:** Excel Personnel set up a locum service to recruit and provide locums to physicians in the region.
- **Nurse in Practice:** Following the successful creation of the Nurse in Practice Toolkit and Interactive Financial Model, the final phase of the project supported interested practices to prototype the model with the support of the Division.
- **Community Information Access:** There are a variety of community and physician specialist services within the Thompson Region. Access to information about community and specialist programs and services, referral mechanisms, wait times, and other information can be challenging as information may be outdated and difficult to find. To facilitate effective utilization of these services, this project focused resources on data gathering of community and specialist programs and services. A centralized database called Pathways was launched to facilitate ease of access to current and accurate information.

Key accomplishments:

- Family Physician Team-Based Care Centre Incubator developed by family physicians and Business Plan developed by an external consultant
- Seven physicians indicated interest in further discussions about the business opportunity for the Family Physician Team-Based Care Centre Incubator
- A business case was developed for an Urban Locum Service with input from FPs and with the help of Venture Kamloops
- The service was tested by a temporary employment agency
- Prototyped the Nurse in Physician Practice with two nurses employed in the practices
- Partnered with PSP to host four small group learning sessions hosted with the practices piloting the model
- Pathways launched and physician and specialist data entered

Physician Lead: Dr. Peter Loland

Project Lead: Brenda Phillips



Access and Continuity of Care for Older Adults

To enhance the access and continuity of care for older adults with chronic co-morbidities by improving methods of team-based communication and knowledge exchange between family and specialist physicians and other health care providers.

Key accomplishments:

- Completed Older Adults Exploratory Phase (May 2016)
- Received new project funds (June 2016)
- Developed the Seniors Health and Wellness physician/ NP information sheet
- Developed the Seniors Health and Wellness patient information sheet

Physician Lead: Dr. Phil Sigalet and Dr. Smita Varma

Project Lead: Laura Becotte

Polypharmacy Risk Reduction

The project supports co-developed polypharmacy risk-reduction strategies and processes across the care environments: acute, residential, and community.

Key accomplishments:

- Completed Thompson's first Polypharmacy project
- Received new project funds (October 2016)
- Developed polypharmacy journey map at RIH

Physician Lead: Dr. Janet Bates and Dr. Joslyn Conley

Project Lead: Laura Becotte

DIVISION ACTIVITIES CONT'D



NP4BC

To determine what extent the partnership between the family practitioner and nurse practitioner is successful in achieving desired outcomes for the chronic pain and frail seniors patient populations in a family practice setting, informing a sustainable family practice business model, attracting and retaining nurse practitioners, and increasing the demand for nurse practitioners by family practices.

Key accomplishments:

- Continued to support Nurse in Practice through fee-for-service (FFS) model.
- Ran three NPs in FP practice pilots

Physician Lead:

Dr. Krista Bradley

Project Lead: Monique Walsh

Breast Health Journey

Aims to enhance the access and continuity of care in Breast Health across the Thompson Region by mapping opportunities for improvement in the patient journey, establishing a “warm handover” transition tool, and providing recommendation to key stakeholders in addressing the disconnect between family physicians, specialist physicians, and diagnostic imaging protocols in the prioritization of patients.

Key accomplishments:

- Developed successful Breast Health project proposal (\$27,734)

Physician lead: Drs. Liz Ewart and Rob Colistro

Project Lead: Laura Becotte

Maternity Website

The Division maintains a website to improve awareness of the Kamloops Obstetric Group and provide information on the services offered.

Key accomplishments:

- Transitioned external website to the Division website
- Increased awareness to Thompson Region Family Obstetrics (TRFO) and maternity providers in the Thompson Region

STRATEGIC AREA OF FOCUS:

4. Optimizing physician capacity – physician recruitment and retention

Recruitment and Retention

Physician recruitment is a top priority for the Division in our efforts to increase primary care capacity. Our members can access targeted marketing and advertising channels, including the Division website, where members can post practice and locum opportunities. The Division supports the recruitment and interview process on behalf of its members, seeking to find the right candidate for the opportunity.

Key accomplishments:

- 24 site visits and new family physicians recruited to the Thompson Region since 2013
- 20 new care providers moved to the region and are practicing locally, including nine full-service family physicians
- 235 candidates expressed interest and were provided with information about the region since 2013
- Attended two recruitment events to connect with family physicians
- Partnered with the Ministry of Health and Interior Health Authority to recruit

Physician Lead:

Dr. Servaas Swart

Project lead:

Christine Matuschewski



TEAM



Your 2016/17 Board of Directors

BOARD

Dr. Chip Bantock – Chair
Dr. Graham Dodd – Vice Chair
Dr. Ben Anders – Secretary
Dr. Lennard Pretorius – Treasurer
Dr. Krista Bradley – Director
Dr. Peter Loland – Director
Dr. Servaas Swart – Director
Dr. Miranda du Preez – Director
(to September 2016)

YOUR CURRENT TEAM

Monique Walsh – Executive Director
Brenda Phillips – Operations Manager
Laura Becotte – Project Lead
Melanie Todd – Project Lead
Maren Luciani – Project Lead
Christine Matuschewski – Family Practice Recruitment Lead
Chelsea Brookes – Member Liaison
Jennifer Baldes – Office Administrator
Ron Gorospe – Practice Support Program Coordinator (IHA)
Joanne Styles – Practice Support Program Coordinator (IHA)
Chris Hollstedt – Executive Director
(to October 2016)

Thompson Region Division of Family Practice

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All other photos: Thompson Region DoFP

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/thompson-region