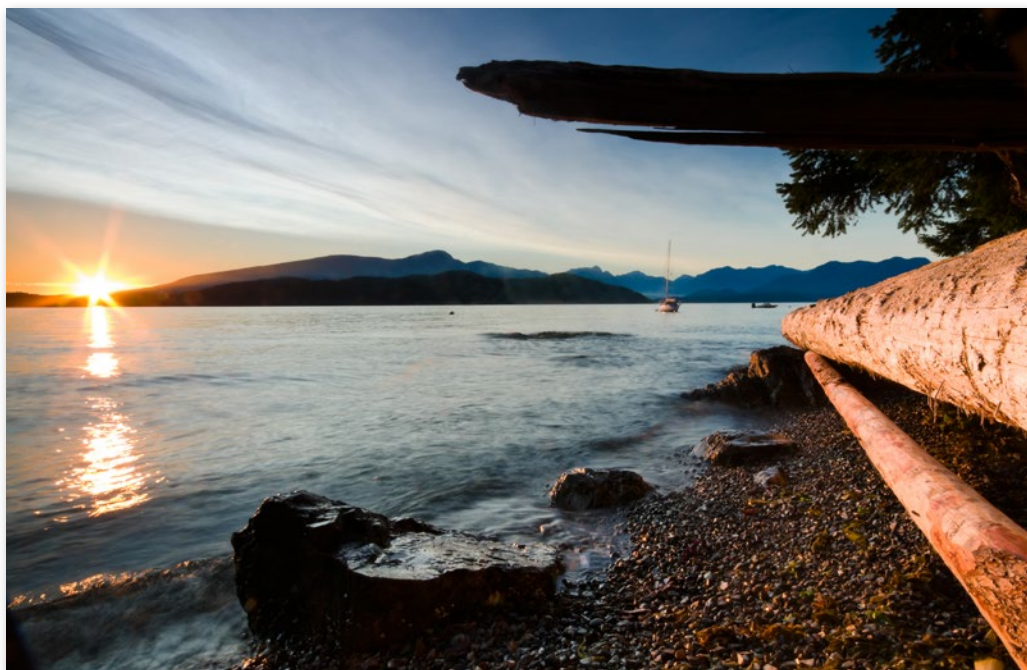


ANNUAL REPORT 2016–2017



VISION

Optimize the health of the North Shore population

MISSION

- *Promote the centrality of primary care*
- *Develop and support excellent primary care*
- *Improve the well-being of family physicians*

STRATEGIC OBJECTIVES

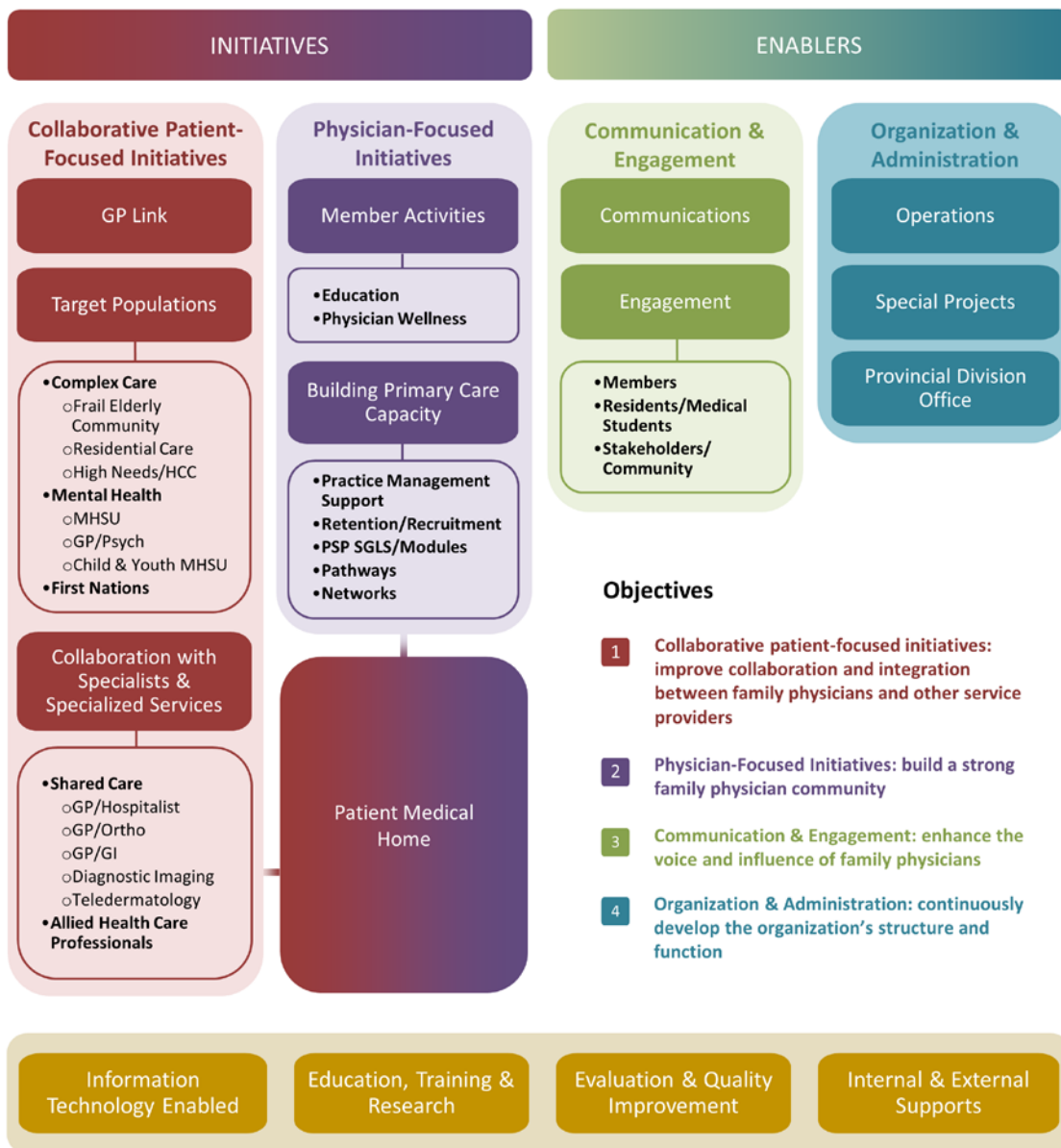
- *Improve collaboration and integration between family physicians and other service providers*
- *Build a strong family physician community on the North Shore*
- *Enhance the voice and influence of family physicians*
- *Continuously develop the organization's structures and functions*

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STRATEGIC PRIORITIES



REPORT FROM THE CHAIR



Dr. Ruth Campling

I am writing this with a profound sadness after the untimely and sudden death of our Executive Director, Greg Dines. The theme of collaboration was one that he embraced over his career and most definitely at the North Shore Division. Greg had a great knack of bringing the best out in coworkers. His quiet

and persistent approach brought us all to a level beyond our expectations. Collaboration is evident in all our successes to date. Greg Dines was a huge part of the noteworthy and fruitful efforts of the North Shore Division. We will miss his leadership.

A new slate of Board of Directors was welcomed at the Division Annual General Meeting on September 17, 2016. The Board went straight to work creating the strategic plan for the year ahead. You will read in the next few pages the results of the work completed since that time, a remarkable number of accomplishments - a testament to the staff and physicians involved!

An underlying and pervasive theme in all of our projects is collaboration. Without the collaboration of membership physicians, dedicated staff, hard-working and diligent physician leaders, innovative consultants, health authority partners, and the leaders at the provincial division office, the work of the Division would be in isolation. To achieve our vision—to promote the health of the North Shore population—and our mission—to promote the centrality of primary care, support excellent primary care, and improve the well-being of family physicians—we need the collaboration of our community partners, stakeholders, and family physician membership.

To highlight a few of our collaborative efforts:

In partnership with Vancouver Coastal Health (VCH), the Division has spearheaded our movement towards the primary care home (PCH) model of care. Dr. Dean Brown, physician lead at the Division, has contributed numerous hours to ensure the success of this design. Cheryl Rivard and Sandra Golightly from VCH also devoted considerable time to ensure successful planning and implementation. This collaborative project is not without its challenges, however. We continue to advocate for innovative and creative solutions to support the provision of quality team-based care. The Division is appreciative of the physicians and staff at the iHealthMD Medical Centre who have agreed to partner in leading this transformative effort. The Division continues to advocate for resourceful new solutions to support the business case for the primary care home.

Another praiseworthy story has been the Residential Care Initiative, a collaborative effort with the Vancouver Coastal Health Authority and private facility partners. Physician lead, Dr. Bryan Norton, deserves praise for the project's success in prioritizing quality care of our seniors.

Our Shared Care Committee projects, all collaborative with our specialist colleagues, continue to pioneer health care change, including telehealth. In particular the GP/hospitalist group saw the “go live” of electronic notification of all admissions and deaths for Lions Gate Hospital. Significant collaboration with Information Management and Information Technology Services (IMITS) was needed for the implementation. Thank you to Dr. Ed Kroll, hospitalist, for his leadership.

Pathways, the web-based directory of specialists and specialist services intended to streamline the referral process, was introduced to our membership on June 23, 2016. This Dine and Learn event was the most well attended Dine and Learn to date! Thank you to Dr. Lisa Gaede and our consultant Ms. Barbara Fiddler for their work on this project. Pathways continues to be a format that physicians use on a daily basis. Added functionality and



OUR THEME: COLLABORATION

the ability to edit in a timely fashion make this platform one that is likely to flourish in the future.

The theme of collaboration will continue into the future. I am encouraged by the Division's dedication to the specialty of family medicine. The alignment with the strategic priorities of Vancouver Coastal Health and the Ministry of Health is unprecedented. Thank you to our Health Authority partners with Karin Olson, COO for VCH Coastal Community of Care, at the helm. We are working very closely with VCH to promote the centrality of primary care. This is the time to reach for the top.

I am proud to be part of the Board of Directors. Without their collaborative efforts, none of this would exist. Thank you to Annette McCall, who was an active Board member until November 2016. Thank you to Dean Brown, Dedeshya Holowenko,

Bryan Norton, Juanita Anderson, and Katherine Bourne. A big thank you to the staff at the Division office: Claudia Frowein, Chisato Ito, Claire Doherty, Emilie Desmottes, Aneelma Morsara, and newest staff member Mahsan Mobasser. Thank you also to our Evaluator, Dewey Evans, who has been of great help. And, of course, an immeasurable thank you to Greg Dines who has been at the helm of the organization. His untimely death leaves a vast hole in the organization. He will be missed.

The North Shore Division is in a position to drive the future of primary care in our community. You have all made my job fun, fulfilling, and fruitful.

These are exciting times!

Ruth Campling B.Sc. M.D.
Chair, North Shore Division of Family Practice



2016–2017 AT A GLANCE

2016

May

- Mental Health and Substance Use (MHSU) Education Series: *Geriatric Psychiatry*
- Recruited a group of physicians to function as “host volunteers” to connect with new members

June

- Residential Care Initiative launched
- Pathways launched: Largest Dine and Learn event in Division’s history

July

- Hired additional staff to respond to increasing requests for GP referrals through GP Link
- Submitted A GP for Me close-out report

August

- MHSU Education Series: *Substance Misuse*

September

- In collaboration with VCH, authored and distributed [Building Primary Care Homes Report](#)
- MHSU Education Series: *Autism Spectrum Disorders in Children and Youth*
- Member Engagement Event: *Patient Medical Home – Real Estate for the Savvy Doctor* and AGM





2017

October

- *Daisy End of Life Training* for Residential Care Initiative Physicians

November

- Multicultural panel event: *Through a Cultural Lens: Immigration, Integration, and Mental Health in Children and Youth*
- E-notification of admissions and deaths for Lions Gate Hospital implemented

December

- *Mental Health and High School Curriculum* training and information sessions
- Annual holiday party at Hamersley House

January

- Indigenous cultural competency workshop: *Building Bridges through Understanding the Village*



February

- Physician recruitment video, *Vancouver's North Shore: An Ideal Place for Family Physicians to Work and Play*, completed and showcased on Division's website.

March

- Expanded Residential Care Initiative to include additional facilities

COLLABORATIVE PATIENT-FOCUSED INITIATIVES: IMPROVE COLLABORATION AND INTEGRATION BETWEEN FAMILY PHYSICIANS AND OTHER HEALTH CARE PROVIDERS

Strategic Leadership: Dr. Amy Weber and Claudia Frowein

Primary Care Home/Patient Medical Home Initiative

Aim

To improve community health through access to continuous, coordinated, and comprehensive care by developing integrated, team-based patient medical/primary care homes in collaboration with VCH.

Accomplishments

- Held member engagement events on Patient Medical Home/Primary Care Homes in June and September to inform members of the concept, and to seek input and feedback.
- Established the Primary Care Home Committee, a collaborative forum for the North Shore Division of Family Practice and VCH to engage in coordinated planning and implementation of Primary Care Homes.
- Developed a model of multidisciplinary care for complex and frail elderly patients in partnership with VCH.
- Implemented a prototype site in Spring, 2017, with a physician group practice (iHealthMD) and allied health care staff.
- Developed in partnership with VCH a draft practical guide for practices to prepare for and implement the PMH/PCH

Physician Lead: Dr. Dean Brown

Project Lead: Claire Doherty

GP Link

Aim

Help unattached patients find a family physician by providing referral information about GPs accepting new patients.

Accomplishments

- Since inception in September 2015:
 - GP Link has provided 1,644 patients with contact information for family physicians accepting new patients.
 - 67 family physicians have participated in GP Link.
- 91% of 118 survey respondents in 2016-17 found a provider through GP Link and 69% of callers received service within three days.

Physician Lead: Dr. Dean Brown

Project Lead: Claire Doherty

"Everything went beautifully for us. We had become a little jaded regarding the medical system before GP Link. GP Link is a great service."

— GP Link Caller

High-Needs Working Group

Aims

In partnership with VCH:

- Increase access to primary care for marginalized, high-needs populations.
- Improve health outcomes for clients with complex medical, mental health and substance use, and socio-economic barriers to care.
- Promote the social determinants of health as integral to improve primary care interventions.
- Make information on health and related community services that can benefit patients and are accessible to all care providers.



Accomplishments

- In collaboration with VCH, developed and supported the on-going operations of the HealthConnection Clinic, which:
 - Serves as a multidisciplinary primary care home for patients with complex health and psychosocial needs.
 - Has decreased its patients' hospital admissions and average length of stay.
 - Was profiled in a case study by the Canadian Foundation for Healthcare Improvement in 2016-2017.
 - Received a 2015 Quality Award in the "Living with Illness" category, from the BC Patient Safety and Quality Council.
- Increased GP and nurse practitioner hours and enhanced allied health support to increase capacity and improve care.
- Strengthened partnerships with non-profits that serve clients with complex psychosocial needs.
- Managed HealthConnectBC.ca, a website providing information on North Shore community resources and health care practitioners.
- Shared information with North Shore Division members to help them enhance their patients' social determinants of health (e.g. income, housing, and food security).

Physician Lead: Dr. Dean Brown

Project Lead: Claire Doherty

Residential Care Initiative

Aims

- Collaborate with family physicians, residential care facilities, and VCH to implement five best practices in residential care:
 - 24/7 availability and on-site attendance when required
 - Proactive visits to residents
 - Meaningful medication reviews
 - Completed documentation
 - Attendance at case conferences
- Attract more physicians to residential care.

Accomplishments

- Implemented June 2016.
- As of March 31, 2017:
 - 21 physicians and nine residential care facilities were participating in the Residential Care Initiative.
 - 78% of residents in participating facilities were attached to a Residential Care Initiative physician.
 - 14 participating physicians were accepting new residents.
- The quarterly satisfaction surveys sent to the residential care facilities have shown a steady increase in meeting the best practice expectations.

Physician Lead: Dr. Bryan Norton

Project Lead: Claire Doherty

"Since the residential care initiative commenced it has been much easier to contact a GP outside regular hours. This has been a great improvement to the system for both residents and staff."

— Cedarview Lodge

"I think the program is great. I wish more of Residents had Doctors that are part of this program."

— Hollyburn House

Child and Youth Mental Health and Substance Use Collaborative

Aims

Increase the number of children, youth, and families receiving timely access to mental health and substance use (MHSU) services and supports through:

- Creating resources of local child and youth MHSU services and supports.
- Supporting sustainable models of collaborative care.
- Building mental health and substance use literacy in schools.
- Promoting education and practices to address and enhance culturally safe and competent care.



"A benefit from taking this program as part of a cohort was being able to learn from the other participants' contributions and the rich and diverse conversations that came as a result."

— Indigenous Cultural Safety Training attendee

"Understanding the cultural context and all the lead up/history that has impacted Indigenous people was incredibly valuable."

— Indigenous Cultural Safety Training physician attendee

Accomplishments

- Local Action Team, consisting of over 20 members representing youth and families, physicians, VCH, Ministry of Children and Family Development (MCFD), municipalities, First Nations, police, and community agencies, collaboratively implemented the following projects:
 - Organized a Mental Health and High School Curriculum Training Week in December 2016; over 100 teachers, community partners, and families received the train-the-trainer training and more than 240 families and service providers attended information sessions. Classroom implementation in 10 North Shore public secondary schools started in February 2017 and is ongoing.
 - Supported 27 service providers, including nine GPs, to complete the Indigenous Cultural Safety Training.
 - Hosted a multicultural mental health panel event in November 2016; 46 attendees.
 - Hosted a one-day First Nations cultural competency workshop in January 2017; 48 attendees, including four GPs and one psychiatrist.
 - Continued promotion of the North Shore Youth Services Directory (nsyouth.ca) which has achieved 1,834 page views/month.

Physician Co-Lead: Dr. Hayley Broker

Project Lead: Chisato Ito

Mental Health and Substance Use

Aim

- Enhance the collaboration between VCH and family physicians in order to improve care for patients with concerns related to mental health and substance use.

Accomplishments

- Hosted education sessions on the following topics:
 - Geriatric Psychiatry
 - Substance Misuse
 - Autism Spectrum Disorder in Children
- 92% of education session attendees reported increased confidence in their ability to care for patients with substance misuse and/or mental health conditions.

Physician Lead: Dr. Geneviève Lauzon

Project Lead: Claire Doherty

GP/Specialist Relations

Aims

- Create a more efficient medical system through enhancing patient and physician experience and improving relations, communication, and collaboration between GPs and specialists.
- Provide oversight, recommendations, and coordination for North Shore's Shared Care Committee projects: GP/Hospitalist, GP/Orthopedics, GP/Psychiatry, GP/Gastroenterology, and Child and Youth Mental Health and Substance Use (CYMHSU) Collaborative.

Accomplishments

- Welcomed new specialists in the community with a welcome package.
- Engaged with Medical Staff Association to achieve better coordination with physicians working at Lions Gate Hospital.
- Identified diagnostic imaging as a new priority area.

Physician Lead: Dr. Lisa Gaede

Project Lead: Chisato Ito



GP/Hospitalist

Aim

- Address communication gaps between community physicians and acute care physicians at transition points of care.

Accomplishments

- In collaboration with the Information Management/Information Technology Services (IMITS) team, implemented e-notification of admission and death at Lions Gate Hospital in November 2016, which replaced the fax-based GP Confirmation Request Form.
- Developed an evaluation plan of the new process.
- Showcased the project at the Quality Forum in March 2017.

Physician Leads: Dr. Ruth Campling and Dr. Ed Kroll

Project Lead: Chisato Ito

GP/Orthopedics

Aim

- Improve access to orthopedic consultations and collaboration between family physicians and orthopedic surgeons.

Accomplishments

- The Rapid Orthopedic Consultation Clinic (ROCC) reduced consultation wait times to 3-4 months (from 18-24 months pre-project implementation), which offers a centralized referral process, referral acknowledgement, as well as Ortho Advice Line.
- ROCC referral form was made available for four EMRs.
- Provided training to Sunshine Coast family physicians.
- Showcased the project successes at Family Medicine Forum in November 2016 and Quality Forum in March 2017.
- Continue to explore options to financially sustain the ROCC beyond Shared Care Committee funding.

Physician Leads: Dr. Lisa Gaede and Dr. Alan Baggoo

Project Lead: Chisato Ito

GP/Psychiatry

Aim

- Increase patient and physician access to psychiatric consultation and support services.

Accomplishments

- Provided ongoing support to the Psychiatric Consultation Clinic (PCC).
- Showcased the PCC at the 2017 Quality Forum.
- Contracted software developers to create electronic versions of VCH's Central Intake Referral Form.
- Identified Coordination and Continuity Project to improve communication between VCH psychiatrists and family physicians.

Physician Lead: Dr. Geneviève Lauzon

Project Lead: Claire Doherty

GP/Gastroenterology

Aim

- Improve access to gastroenterology and communication between family physicians and gastroenterologists.

Accomplishments

- Established a working group in May 2016.
- Drafted a preliminary standard referral form with endorsement from other gastroenterologists.

Physician Leads: Dr. Raymond Chaboyer and Dr. Jin Kee Ho

Project Lead: Chisato Ito

PHYSICIAN-FOCUSED INITIATIVES:

BUILD A STRONG PHYSICIAN COMMUNITY ON THE NORTH SHORE

Strategic Leadership: Dr. Dedeshya Holowenko and Claudia Frowein

Member Education [Dine and Learn]

Aims

- Provide family physicians with opportunities to learn and engage in dialogue about their role within the larger health care system and the system's impact to their practices.
- Allow for broader physician engagement with a view towards improving efficiencies, quality of care, and the physician and patient experience.

Accomplishments

- Held five events on the topics of: Female Hair Loss/ Travel Vaccines (25 attendees), Pathways (86 attendees), Medically Assisted Dying (43 attendees), North Shore Division Initiatives (24 attendees), Provincial Opioid Use Disorder Treatment Guidelines and Update on the Opioid Overdose Crisis (69 attendees).
- Achieved an average turnout of 49 family physicians per event.
- Held one CPR-HCP recertification class (nine attendees).
- Enhanced relationships between GPs, specialists, and Vancouver Coastal Health through liaising for events.

Physician Lead: Dr. Lisa Gaede

Project Leads: Chisato Ito and Emilie Desmottes

Member Social [Supporting Ourselves]

Aims

- Support family physicians working on the North Shore.
- Facilitate collegiality among North Shore family physicians through networking opportunities.

Accomplishments

- Organized an annual holiday party in December 2016.

Physician Lead: Dr. Juanita Anderson

Project Lead: Emilie Desmottes



Practice Management

Aims

- Developed the Complex Care Management Project (CCMP) in partnership with VCH's Practice Support Program (PSP), to assist GPs in providing care to complex patients.
- CCMP provided in-practice coaching and peer mentoring to enhance complex care registries in GPs' electronic medical records, thereby assisting with patient recalls and billing.

Accomplishments

- Over 40 physicians completed the CCMP, in collaboration with the office staff and a Practice Support Coordinator.
- On average, the participating practices achieved the following results:
 - Identified 14 new complex care patients (up to 76 new patients in one practice).
 - Increased complex care and chronic disease management billings by \$5,623 (up to \$13,860 in one practice).
 - Increased accuracy of patient registries by 13% (52% in one practice).
- Built local practice support capacity by engaging physicians and medical office assistants as peer mentors.
- Feedback indicates physicians appreciated the support from PSP and patients appreciated the proactive care they received.
- Showcased the CCMP at the 2016 GPSC Fall Summit and the 2017 Quality Forum.

Physician Lead: Dr. Joanne Larsen

Project Lead: Claire Doherty

"Improving the data quality of problem lists/registries is key to improved quality of care."

— Attendee comment



"Many more patients can be regularly scheduled and reviewed by the GP and scheduled for regular care and illness care."

— Attendee comment

"It has greatly improved the quality of care we provide. Patients who were lost are now on a regular schedule for review. Patients were touched by being called and reminded."

— Attendee comment

Recruitment and Retention

Aim

- Help ensure the quantity of family physicians practicing on the North Shore matches the needs of the population.

Accomplishments

- Produced a physician recruitment video and posted a variety of orientation resources on the North Shore Division of Family Practice website: divisionsbc.ca/northshore/workhere.
- Promoted the North Shore at conferences for residents and new-to-practice physicians.
- Linked newcomers to the North Shore with established North Shore physicians.
- Maintained a list of locums available to our members.
- Supported the transfer of patients from retiring physicians to new physicians.

Physician Lead: Dr. Isabelle Hugan

Project Lead: Claire Doherty

Pathways

Aims

- Provide accurate referral resources, thus facilitating optimal and efficient specialist and clinic referral decisions.
- Provide up-to-date, evidence-based physician and patient resources.
- Maintain a platform for relevant Division clinical work.

Accomplishments

- Launched Pathways on the North Shore in June 2016.
- As of March 31, 2017, had 158 specialists listed and 135 family physician users.
- Maintained the Pathways homepage and database.
- Added Resources, Patient Info, and Community Services.
- Provided ongoing support to North Shore GP Offices.
- Average of 2,900 page views per month; reached 3,900 page views in November 2016.

Physician Lead: Dr. Lisa Gaede

Project Lead: Emilie Desmottes



Pathways

COMMUNICATIONS AND ENGAGEMENT: ENHANCE THE VOICE AND INFLUENCE OF FAMILY PHYSICIANS

Strategic Leadership: Dr. Dean Brown and Claudia Frowein

Communications

Aims

- Implement the North Shore Division's Communications Plan and other communications activities in order to enhance the voice and influence of family physicians on the North Shore.

Accomplishments

- Kept the membership informed with important Division project updates and community partners' clinical updates.
- Consistently achieved over 50% open rates for both of the two monthly e-newsletters: The Bulletin and Clinical Notes.
- The new and improved website observed increased traffic (average 339 sessions per month).
- Set up a Twitter account @NorthShoreDoFP to share Divisions news in a more timely manner.

Physician Lead: Dr. Dean Brown

Project Lead: Chisato Ito



COLLABORATIVE SERVICES COMMITTEES

The North Shore Division of Family Practice, VCH, Doctors of BC, General Practice Services Committee (GPSC), and Ministry of Health together comprise the North Shore Collaborative Services Committee (CSC), the main forum for addressing system issues and influencing primary care. In addition, Division leaders in the Vancouver Coastal Health region meet bi-monthly with VCH leaders to address regional health issues.

ACCOUNTABILITY AND EVALUATION

The Board's initiatives and projects aim to achieve the Division's strategic objectives on behalf of the membership. In doing so, it promotes a climate of accountability, learning, and continuous quality improvement. Projects and initiatives approved by the Board are expected to be evaluated using the triple aim (improve the health of the population, improve the providers and patients' experience of care, while lowering the per capita cost of care). Evaluation results and interim performance reports are provided to the Board, GPSC, Shared Care Committee, and other Division funders.

ACKNOWLEDGEMENTS

We would like to thank our specialist colleagues, community partners, and the following Division members for their contribution to our various initiatives, committees, and working groups:

Dr. Juanita Anderson

Dr. Lisa Gaede

Dr. Peter Richards

Dr. Hayley Broker

Dr. Isabelle Hugan

Dr. Mitch Rubin

Dr. Dean Brown

Dr. Blanka Jurenka

Dr. Richard Sebba

Dr. Ruth Campling

Dr. Ali-Reza Kazemi

Dr. Anne Marie Thomsen

Dr. Raymond Chaboyer

Dr. Edward Kroll

Dr. Nigel Walton

Dr. Patrick Chan

Dr. Joanne Larsen

Dr. Amy Weber

Dr. Maureen Conly

Dr. Geneviève Lauzon

Dr. Peter Edmunds

Dr. Bryan Norton

STATEMENT OF OPERATIONS

Year Ended March 31

	2017	2016
Revenues		
Government funding	\$ 1,454,453	\$ 1,452,539
GST rebate	7,860	9,003
Interest	11,794	12,215
Other	18,579	25,805
	\$ 1,492,686	1,499,562
Expenditures		
Administration (schedule)	130,756	140,725
Administration personnel	252,536	237,797
Clinical programs (schedule)	277,669	349,670
Evaluation activities	66,625	56,271
Events	136,400	61,298
Marketing and communication	22,459	4,330
Meetings	17,190	12,544
Physicians	281,430	336,561
Program personnel	287,967	278,011
	1,473,032	1,477,207
Excess of Revenues over Expenditures for Year	\$ 19,654	\$ 22,355

STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31

	Unrestricted	Invested in Capital Assets	2017	2016
Balance, Beginning of Year	\$ 96,726	\$ 4,923	\$ 101,649	\$ 81,160
Excess of Revenues over Expenditures	19,654	0	19,654	22,355
Amortization of Capital Assets	0	(1,477)	(1,477)	(1,866)
Balance, End of Year	\$ 116,380	\$ 3,446	\$ 119,826	\$ 101,649

STATEMENT OF FINANCIAL POSITION

March 31

	2017	2016
ASSETS		
Current		
Cash — unrestricted	\$ 285,540	\$ 215,704
Cash provided by funding	597,225	726,512
Amounts receivable	56,406	9,903
Prepaid expenses	14,307	9,838
	953,478	961,957
Capital assets	3,446	4,923
	\$ 956,924	\$ 966,880
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 167,703	\$ 101,171
Wages payable	22,321	27,075
Due to Doctors of BC	1,302	10,473
Deferred revenue (note 8)	645,772	726,512
	837,098	865,231
NET ASSETS		
Unrestricted	116,380	96,726
Invested in capital assets	3,446	4,923
	119,826	101,649
	\$ 956,924	\$ 966,880

BOARD OF DIRECTORS



Dr. Ruth Campling,
Chair (*Dr. Christine
Florakas before
October 2016*)



**Dr. Dedeshya
Holowenko,** Vice
Chair (*Dr. Ruth
Campling before
October 2016*)



Dr. Dean Brown,
Past Chair



Dr. Bryan Norton,
Treasurer



**Dr. Juanita
Anderson**



**Katherine
Bourne, CPA**



**Dr. Annette
McCall** (*until
November 2016*)

TEAM

Greg Dines — Executive Director

Claudia Frowein, MA — Director, Strategic Initiatives

Claire Doherty — Project Lead

Chisato Ito, MPH — Project Lead

Jennifer Welch — Administrative Coordinator
(*until June 2016*)

Emilie Desmottes, MA — Administrative Coordinator

Aneelma Morsara — Administrative Assistant

Dewey Evans, PhD — Evaluation Support

Barbara Fiddler — Pathways Administrator

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Photo credits: North Shore DoFP and PictureBC

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/northshore