



# Annual Report 2019–20

FOR THE PERIOD ENDING MARCH 31, 2020

*We honour and express our gratitude for living and working on the traditional territories of the Coast Salish, Nuu-chah-nulth, and Kwakwaka'wakw first peoples of Vancouver Island and surrounding islands.*

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# Table of Contents

OUR VISION .....	3
CO-CHAIRS' REPORT .....	4
EXECUTIVE DIRECTOR'S REPORT .....	5
TREASURER'S REPORT .....	6
THE YEAR IN REVIEW .....	7
PRIMARY CARE NETWORK.....	8
PATIENT MEDICAL HOME.....	9
PROGRAMS & OPERATIONS.....	10
PRACTICE SUPPORT PROGRAM.....	11
BOARD OF DIRECTORS AND STAFF 2020.....	12
FINANCIAL STATEMENTS .....	13
STATEMENT OF FINANCIAL POSITION	13
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS	14
COMMITTEES AND WORKING GROUPS.....	15
CONTACT US.....	16

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# Our Vision



## VISION

Primary care providers working together to ensure high quality, sustainable healthcare in the Central Island area.



## MISSION

The Central Island Division of Family Practice strives to facilitate and encourage collaboration between all health care providers to enhance the opportunity to attain overall health of members of the community.



## VALUES

Inclusivity, Diversity, Respect, Humility, Fairness, Excellence, Integrity.



## STRATEGIC OBJECTIVES

- Increase family practitioner influence on health care delivery in our region.
- Enhance professional satisfaction for primary care providers.
- Improve patient care in our area.

# Co-Chairs' Report

It has been another notable year and we have much to recognize and celebrate within the 2019-20 Annual Report. We would like to thank our members, community, and partners for helping in our success. The velocity of change is increasing in our world and reshaping the medical system and its players. Physicians and nurse practitioners who flourish in the face of change are the ones that are open to learning while embracing new opportunities.

The Board of Central Island Division of Family Practice is experiencing great change. Moving from an entirely physician-based Board to one that is a mix of GPs, NPs, and community members has allowed us to incorporate differing viewpoints and have deeper conversations.

The aim of the Central Island Division is to be member- and community-focused, while ensuring our work continues to be informed by the provincial priorities of the Ministry of Health and Doctors of BC.

2019 Board highlights:

- Included more community members on the Board
- Expanded the Board to include Port Alberni representation
- Involved in Collaborative Voice, a project led by the Vancouver Island divisions to form a regional-level group
- Partnered with local government to develop relationships and support the upcoming Primary Care Network (PCN) project
- Met with local government, MLAs, and MPs in Port Alberni to build knowledge of division activities in both Oceanside and Port Alberni
- Oversaw the change of financial institutes and bookkeeping processes, which including a new bookkeeper
- Decided on the new name change for our Division
- Completed a "Board 101" workshop to enhance governance skills
- Updated video conferencing technology at the Division office
- Submitted a Service Plan proposal for PCN
- Strengthened relationships with PCN partners including Island Health, Patient Voices, local First Nations, First Nation Health Authority, community groups, and local governments
- Strengthened relationships with all BC Divisions through involvement with the Division Learning Days, Network of Rural Divisions, GPSC and Wave 2 PCN meetings
- Completed the Port Alberni/Oceanside partnership and merger
- Supported a Christmas Member Social
- Engaged in significant community outreach in Port Alberni and throughout Oceanside during the PCN process.

We want to thank the members for giving us the opportunity to lead the division during a time of great change. We appreciate the faith and optimism expressed throughout this year.

**Co-Chairs**

**Dr. Mark Morris and Dr. Gina Bell**

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# Executive Director's Report

The 2019-20 year was a time of preparing for change. Central Island Division has continued to increase its activities and community involvement while developing stronger relationships with members. Our focus has been building trusting relationships with other Divisions, Doctors of BC, GPSC, Island Health, our communities, and our first nations partners.

Major areas of focus for Central Island Division staff and Board:

- Completed the Patient Medical Home (PMH) project and potential funding extension
- Realigned the CSC and PCN Committees to better work with active projects
- Developed a Service Plan for a Primary Care Network project in Oceanside
- Accepted funding for the PCN Service Plan from the Ministry of Health
- Planned for inclusion of a second PCN to incorporate Port Alberni
- Improved the Long-term Care Initiative (LTCI) administrative processes during COVID-19
- Supported group training and upskilling for Long-term Care providers in Central Island
- Merged Oceanside Division to incorporate family practitioners in Port Alberni
- Engaged in outreach and relationship building in Port Alberni
- Renamed of the Division to reflect changes in membership
- Involvement in community organizations such as Perfect Storm Group, Oceanside Hospice Society, and various levels of government
- Supported community groups such as Forward House, Access Oceanside, Qualicum Pain Therapy, and Revolving Doors
- Involved in Island Division leadership initiatives, Inter-divisional meetings, rural forums, GPSC projects, and Rural and PCN collaborative meetings

Thank you to the Board for your dedication and leadership in a very challenging year. Thanks to staff for their dedication and skills that have built a strong team who delivers excellence every day.

*"The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic."*

– Peter Drucker

**Evelyn Clark**

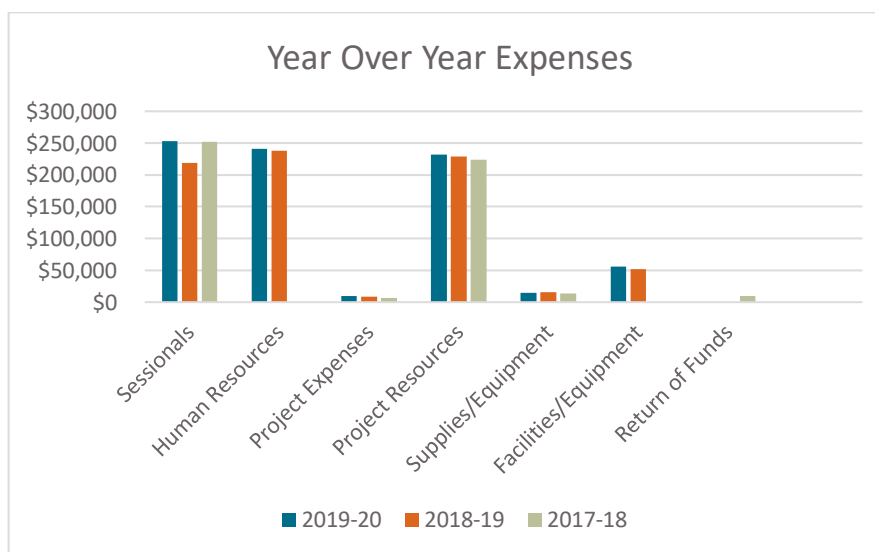
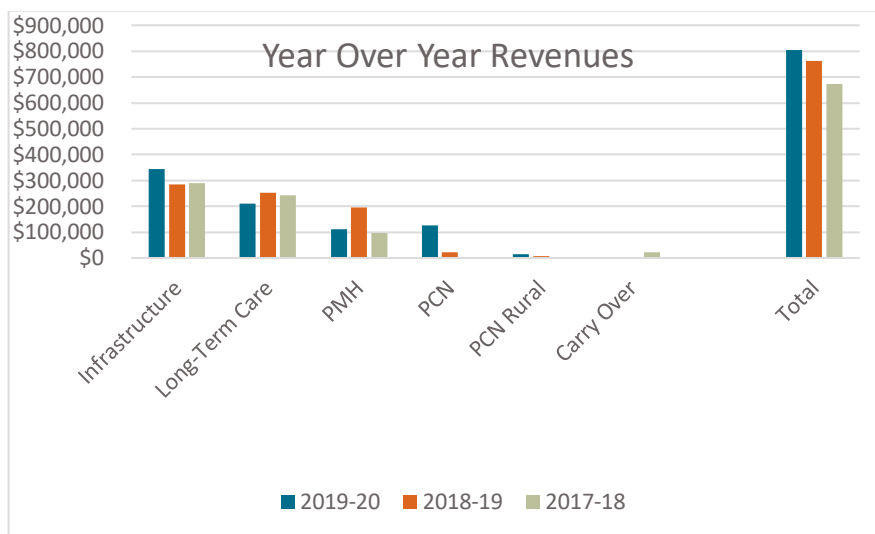
**Executive Director**

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# Treasurer's Report

The financial records of Central Island Division of Family Practice for the fiscal year April 1, 2019 to March 31, 2020 have been audited by Chan Nowosad and Boates Chartered Accountants. These have included the statement of financial position as at March 31, 2020, the statements of operations, changes in net assets and cash flows for the year then ended.

The Central Island Division of Family Practice gratefully acknowledges the funding of the General Practice Services Committee, the Joint Standing Committee on Rural Issues, and the Ministry of Health, as well as the support of the Division of Family Practice provincial office. We extend our gratitude for the contributions of our members, Qualicum, Sna-Naw-as, Tseshaht, Hupacasath, Uchucklesaht, Huu-ay-aht and Ditidaht First Nations, and our many community partners.



**Dr. Kevin Letcher**  
**Treasurer**

# The Year in Review

## 2019



### APRIL

PCN Community Engagement activities throughout the month in Oceanside

Spring Social

Port Alberni becomes part of the Oceanside Division of Family Practice



### MAY

PCN Service plan writing begins

Port Alberni begins outreach to meet the new members

Rural Health Conference in Nanaimo, attended by Oceanside & Cowichan Divisions



### JUNE

PCN Service Plan ratified by board

PCN Service Plan submitted to the Ministry of Health

Pathways Referral Tracker Dine and Learn



### JULY/AUGUST

Port Alberni outreach continues throughout the summer to meet new members and MOAs.

### SEPTEMBER



Annual General Meeting

Board expands to incorporate community members

Division officially changes name to Central Island Division of Family Practice

Nurse in Practice initiative in development

Palliative Care Network Serious Illness CME

### OCTOBER

Port Alberni member meeting: "Meet the Board"

MOA Network and EMR Connect Session

Patient Medical Home Clinic team mapping



### NOVEMBER

Palliative Care Network meeting on MAiD



### DECEMBER

CSC expanded to incorporate Port Alberni

Vantage Point "Board 101" training

Christmas Member social at Cuckoo's

Long Term Care Initiative QI projects awarded



## 2020

### JANUARY

Ministry of Health approves the PCN Service Plan for Oceanside

Long Term Care Initiative QI projects work begins

### FEBRUARY

10 clinicians from Central Island attend Care of the Elderly Course at UBC under the Long Term Care Initiative

COVID-19 Response first initiated

Nurse in Practice engagement session

### MARCH

PCN Implementation Day attended

PCN Project Manager hired

COVID-19 PPE Response



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# Primary Care Network

Since 2018, the Central Island Division has been working toward launching a Primary Care Network (PCN) in Oceanside. A PCN is a clinical network of physicians and other providers in a geographic area who work together in new ways to expand team-based supports for family practitioners and patients.

In the first quarter of the fiscal year, the Collaborative Services Committee began the process of stakeholder and community engagement and writing the PCN Service Plan. The final Service Plan was submitted to Island Health in June 2019 and supported in September 2019.

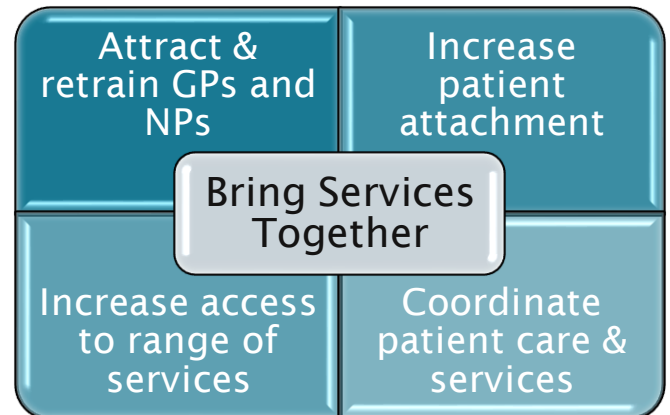
In March 2020 the Ministry of Health approved a four-year Service Plan for a PCN in the Oceanside area and a member meeting took place to outline the work of the Oceanside PCN.

A PCN Steering Committee was then formed to oversee the implementation and ongoing operation of the PCN. The division was represented at the table by Dr. Mark Morris and Executive Director Evelyn Clark along with representation from Island Health, Sna-naw-as, and Qualicum First Nations, an NP, a GP, and a local patient representative.

## ACCOMPLISHMENTS

The Ministry of Health approved the following positions for the Oceanside PCN, to be filled over the next four years.

- Three Family Practitioners
- Seven Nurse Practitioners
- Rapid Response nursing team
- First Nations Traditional Knowledge Keeper
- First Nations Mental Health Social Worker
- A Clinical Pharmacist
- A PCN Manager & Administrative Assistant



These approved resources will address the priority to attach 11,950 unattached patients by 2024, add capacity to provide team-based care and increase access for populations that have low and medium complex conditions, frail in community, and mild to moderate mental health and substance abuse.

## PHYSICIAN LEAD

**Dr. Mark Morris**

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# Patient Medical Home

Central Island Division has been very active in the last year planning and implementing our Patient Medical Home. To develop the PMH, we have looked at leveraging existing resources and creating functional teams who can care for our complex demographic. We are focused on establishing a model that is attractive to physicians coming to the community.

## ACCOMPLISHMENTS

Nurse in  
Practice  
Session



- Implemented a Clinic Incubator model in Dr. Biglow's clinic with Nurse in Practice (NiP) September 2019
- Held Team Mapping session October 2019 in Dr. Biglow's clinic to establish team-based workflow in office with NiP project.
- Welcomed RN Murray Coughtrey in September 2019 and outreach to other clinics began October and November 2019.
- Interested GPs met with RN and Dr. Biglow and as a result, RN began work in two other clinics in Oceanside area.
- Held an engagement session February 2020 with 25 members in attendance to learn about the benefits of having a NiP.
- Established two networks of care by members: Palliative Care Network and MOA Network
- Held Palliative Care Network meetings in April, May, and November 2019. Ongoing meetings to establish best practices in palliative care team and community practitioners.
- Held Serious Illness CME in September 2019 as a complement to ongoing Palliative Care Network meetings.
- Held MOA Network meetings in April, October, and November 2019. Port Alberni MOAs joined in once we became one Division and have been networking with colleagues in Oceanside.

**Tina Biello**

**PMH Project Manager**

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# Programs & Operations

Programs and operations at the Central Island Division had to grow quickly this year to include support for almost double the physicians and nurse practitioners.

**2018: The Oceanside Division of Family Practice supported 30 physician members and 6 Nurse Practitioner members**

**2019: The Central Island Division of Family Practice supported 52 physician members and 9 Nurse Practitioner members**

Patient & Practitioner Programs included:

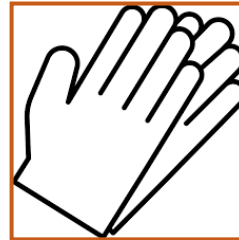
- Patient Attachment
- Recruitment & Retention
- Locum Matching
- Long Term Care Initiative
- COVID-19 Pandemic Response

## ACCOMPLISHMENTS

- Completed Port Alberni physician outreach
- Attended BC Rural Health Conference to represent Central Island
- Matched locums to physician needs
- Assisted in clinic transitions & UBC Return of Service applications for International Medical Graduates
- Onboarding Port Alberni's long term care processes
- Funded 10 Long Term Care practitioners to attend Care of the Elderly course at UBC and an LTCI workshop
- Distributed iPads to long term care & palliative homes for virtual physician visits
- Distributed suture kits for onsite physicians to use at long term care homes

Our COVID-19 PPE assistance provided:

+2000 gloves



150 face shields



+1500 masks



+46 litres of sanitizer



Our pandemic support efforts took us into many area clinics - often weekly - and we hope to continue building on the trust our members have invested in us.

**Sharon Todd**

**Program Manager**

# Practice Support Program

Over this past year, we congratulate the many practitioners who continue to strive for practice improvement to achieve better patient care within their own practices.



With the panel management incentive program, PSP has supported 12 physicians in full completion of their panel work. Another 18 are in Phase 2 with anticipated completion set for September.

As PSP completes this work with physicians and their staff, we are pleased to announce the continuation of Quality improvement (QI) in practice initiatives. Providing physicians with the QI skills to continue to make meaningful changes in practice, PSP is there to coach,

support, and fund these ideas.

The focus for 2020-2021, will be to continue on in-practice EMR optimization, new Chronic Disease management clinical learning sessions, and clinical updates in Mental Health and Substance Use.



**Suzanne Beyrodt-Blyt**

**PSP Coordinator**

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# Board of Directors and Staff 2020



From left: Dr. Mark Morris, Co-chair; Mr. David James, Director; Mr. Brian Klaver, Director; Dr. Kevin Letcher, Treasurer/Secretary; Evelyn Clark, Executive Director; Dr. Gina Bell, Co-Chair

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## BOARD MEMBERS

Dr. Mark Morris, Co-Chair  
Dr. Gina Bell, Co-Chair  
Dr. Wendy Johnsen, Director  
Dr. Kevin Letcher, Secretary/Treasurer  
Ms. Adele Kristalovich, Director  
Mr. David James, Director  
Mr. Brian Klaver, Director  
Dr. Jim Dimmick, Director

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## STAFF

Evelyn Clark, Executive Director  
Jill Skuse, Administrative Assistant  
Sharon Todd, Operations/Program Manager

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## CONSULTANTS

Tina Biello, Patient Medical Home Project Manager

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## ACKNOWLEDGEMENTS

Suzanne Beyrodt-Blyt, Practice Support Program



From left, Jill Skuse, Administrative Assistant, Evelyn Clark, Executive Director, Suzanne Beyrodt-Blyt (PSP), Sharon Todd, Program Manager

# Financial Statements

## STATEMENT OF FINANCIAL POSITION

2020

2019

March 31, 2020

\$

\$

### ASSETS

#### Current Assets

Cash	311,950	324,167
Funding Receivable	27,348	107,587
GST Receivable	10,914	10,593
Prepaid Expenses	1,913	2,851
	<u>352,125</u>	<u>445,198</u>

#### Tangible Capital Assets (Note 3)

	<u>1,098</u>	<u>1,378</u>
	<u><u>353,223</u></u>	<u><u>446,576</u></u>

### LIABILITIES

#### Current Liabilities

Accounts Payable and Accrued Liabilities (Note 4)	69,112	80,081
Government Remittances Payable	316	3,725
Deferred Revenues (Note 5)	<u>297,960</u>	<u>376,935</u>
	<u>367,388</u>	<u>460,741</u>

### NET LIABILITIES

	<u>(14,165)</u>	<u>(14,165)</u>
	<u><u>353,223</u></u>	<u><u>446,576</u></u>

## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Year ended March 31, 2020	2020	2019
	\$	\$
<b>Revenues</b>		
Grant	297,615	283,291
Residential Care	210,874	252,255
Patient Medical Home	110,120	196,611
Primary Care Network	125,243	22,175
Primary Care Network - Rural Coordination	14,129	7,717
Physician Change Management	44,330	-
Attachment Mechanism	3,200	-
	<u>805,511</u>	<u>762,049</u>
<b>Expenditures</b>		
Advertising	4,018	2,435
Amortization	280	340
Contract Fees	453,065	447,335
Events	27,769	10,246
Insurance	1,980	1,285
Interest and Bank Charges	935	564
Meeting Costs	27,834	19,679
Office	12,478	14,250
Professional Fees	19,857	19,131
Rent ( <b>Note 9</b> )	5,689	3,703
Salaries and Benefits	226,951	223,472
Telecommunications	3,346	3,168
Travel	21,309	16,441
	<u>805,511</u>	<u>762,049</u>
<b>Excess of Revenues Over Expenditures</b>	-	-
<b>Net Liabilities - Beginning of Year</b>	<u>(14,165)</u>	<u>(14,165)</u>
<b>Net Liabilities - End of Year</b>	<u>(14,165)</u>	<u>(14,165)</u>

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# Committees and Working Groups

Outcomes from the work of Divisions of Family Practice are a direct representation of the members that step up to represent their colleagues and make decisions to improve healthcare in our community. We would like to thank the tireless efforts of the following committee members:

## PRIMARY CARE NETWORK WORKING GROUP

Dr. Mark Morris  
Dr. Clair Biglow  
Jim Dimmick  
Crissy Stavrokov, IH  
Kari Wuttunee  
Lucas Parker  
Donna Edwards  
Roberta Reid

## OCEANSIDE LTCI LEADERSHIP GROUP

Dr. Mirka Owen, Lead  
Dr. Clair Biglow  
Dr. Hugh Fletcher  
Dr. David Owen  
Dr. John Dalla Lana  
Lanai Vek  
Viv Bocek

## PORT ALBERNI LTCI

Dr. Johan Smit

## COLLABORATIVE SERVICES COMMITTEE

Dr. Wendy Johnsen  
Marie Duperrault  
Fran Chiste  
Dr. Mark Morris  
Dr. Drew Digney  
Lynette Lucas

## PATHWAYS

NP Fran Chiste

## PALLIATIVE CARE NETWORK

Liz Gilmour  
Helen No  
Chris Kwiatkowski  
Sue Hunter

## PATIENT MEDICAL HOME WORKING GROUP

Clair Biglow  
Ashraf Elkarsh  
Phil Bailey  
Colin Duncan



thank you

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# Contact Us



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## CONTACT INFORMATION

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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.