



Photo Source: CVRD

2020-21 ANNUAL REPORT



Cowichan Valley
Division of Family Practice

A GPSC initiative

NOTICE OF MEETING

Cowichan Valley Division of Family Practice Annual General Meeting

Wednesday, September 29, 2021; 6-8:30pm

Meeting to be held virtually via Zoom.

PROPOSED AGENDA

- Treasurer's Report & 2020-21 Audit Report
- Presentation / Discussion - Long Term Care proposal
- Initiative Reports & Updates
- UPCC Update
- PCN Update



YOUR DIVISION TEAM 2020-21

BOARD

Bryan Bass, Co-Chair
Jan Malherbe, Co-Chair
Len Roy, Treasurer
Megan Chabot
Pat Gallagher
Emily Steeves
Carole Williams



Photo Source: Groupon

ADVISORY

Susan Barr, Hospice House
Graham Blackburn, Hospital Planning
Jim Broere, PCN
Zaan Davies, CDMS Liaison
Ryan Gallagher, Pathways
Roy Gilbert, Retention & Recruitment
Paul Harris, Mental Health & Substance Use
Maki Ikemura, Member at Large
Morgan Lindsay, Indigenous Health Liaison
Stacey McDonald, Long Term Care
Tom Rimmer, Inpatient Care
Donna Wachowich, Cowichan Maternity Clinic
Maggie Watt, Cowichan Maternity Clinic
Gisela Wenzel-Smith, CDMS Liaison
J-M Wilson, IT



Photo Source: Cowichan Valley Citizen

STAFF

Jennifer Berg, Director of Finance
Tiffany Littmann, Director of Operations
Carla Bortoletto, Director of Strategic Priorities
Kate Wratten, Recruitment & Retention
John-Lewis Schneider, Financial Assistant
Paula Dunford, Admin Support



Photo Source: Flickr

CO-CHAIR'S REPORT

Dr. Bryan Bass & Dr. Jan Malherbe

Dear Membership:

With the intensity of the summer heat wave subsiding and some refreshing rain upon us, I reflect back over the last year with the Division. We have had another challenging year on many fronts but I believe we realized many achievements. We all continue to experience many external stressors, particularly related to COVID, and once again appreciate all the work that our members and staff are doing under these conditions. We were certainly over-stretched at times and had to prioritize our resources more than ever before.

This year saw us achieve our goal of expanding the Board to seven members, recruiting members from the north and south of the Division to give us better geographic representation. Thank you Megan Chabot and Emily Steeves for stepping up and giving us a more balanced age parity and viewpoints.

Part of this process included forming a nominating committee, led by Pat Gallagher, and developing terms of reference. We are still seeking two additional experienced Division members to serve on this committee.

I would like to thank all Board members for their guidance and time commitment over the last year. One of the things we did institute this year as a Board, was a Board-strategic planning meeting which will hopefully be held at beginning of each Division year (the fall season, ahead of the AGM) to help us refocus on our priorities.



Photo Source: AE



Photo Source: Local Harvest



Photo Source: Cowichan Maritime Society

Also, with the help of Treasurer Len Roy, we have formalized a more robust financial committee with the co-chairs, past Treasurer John Lewis-Schneider and our Director of Finance, Jennifer Berg, as members. There is an open invite to any member of the board who wishes to attend, and we would be happy to have a member at large also join this committee. One of the challenges this year in regard to finance was changes in the GPSC funding parameters and added spending restrictions, which we are still sorting out. Also, as approved by members at a general meeting earlier this year, we switched audit firms for the 2020/21 year to KPMG. This transition went smoothly, although it was a time-consuming and onerous process for our small organization; thank you to Jennifer Berg for leading the way through this. We have also instituted a formalized HR committee with the co-chairs and board member Carole Williams, to make sure we are keeping up with current standards and processes.

Within our advisory structure, Glenn Robinson stepped down as our CDMS liaison as he moved into a position with the Cowichan CPD committee. Thank you, Glenn, for being our liaison over the last few years and bringing your lighthearted but thoughtful approach. Zaan Davies and Gisela Wenzel-Smith have stepped in to share this CDMS liaison position, and are connecting with the executive team on a regular basis. If members have any issues they would like the Division to bring to the CDMS, please let us know. Thank you for those members who continue to sit on the advisory committee, helping inform Board decisions and lending their perspective to the issues of the day.

I would also like to reach out and acknowledge the degree of respect and debt I have for our Division staff. Although I have been working with the Division for many years, it was incredible to see that when the rubber hit the road at times this year, it was our staff that gave us the traction to pull through. Carla, as Director of Strategic Planning, not only is our main force in the Primary Care Network planning, but also continues to represent us at division provincial tables. Jennifer, Director of Finance, had to spend an enormous amount of time pre-Christmas to make sure we all got our retroactive sessional payments, and did an incredible amount of work with our new auditing firm. Tiffany, Director of Operations, not only has kept us on track all year, but her wizardry in writing always gives the Division a very professional and comprehensive outward face, and she has had to pull things together at various times throughout the year on incredibly tight timelines. Tiffany also somehow found the time (probably weekends) pulling together an updated operations manual for the Division, which I believe is a vital document, particularly for new Board members.

We unfortunately had Lynn Grills, our bookkeeper, step down in January this year but we have engaged John Lewis-Schneider, with his wealth of experience in financial processes and Division operations, as our financial assistant. Kate Wratten continues to support Division efforts as Recruitment & Retention Coordinator and providing general administrative supports. We also had Allison Berg help us catch up with a backlog of data inputting as a short-term summer student.

Thank you all for your great dedication to our Division, we truly appreciate it and would be lost without you.

The Division and its members remain actively involved in COVID care. This involved innumerable meetings over the year and, in addition, members working in the respiratory assessment clinic and ward coverage. A special thanks for Kelsey Kozoriz, Maki Ikemura, and Jan Malherbe for all of their work in these matters. I feel the Division continued to be an information conduit and advocate for members in regard to COVID, as well as supporting procurement of PPE. I feel fortunate in the leadership we have had provincially with Bonnie Henry and as well as local Public Health officer, Shannon Waters. The Division, with our local partners, wrote a letter of support for our community during the January outbreak and have continued to have positive collaborations over the past many months.

A lot of our resources this year were focused on both ongoing planning for the PCN (including numerous mapping sessions over the last year) as well as operationalizing the PCN clinic. It is great to see all of this work come to fruition with the hiring of several more team-based care members over the past year, along with the recent hiring of Shaun Baird, pharmacist, and the latest news of Dr. Mark Shaver joining our PCN clinic this month. The PCN now includes 10 medical social workers, 3 NPs, 2 part-time family physicians, 1 pharmacist, 1 RN and 2 office assistants. In the last year, we have also seen re-alignment of Community Health Services case managers with family practice clinics. I have found having this point person extremely helpful. We have seen the rollout of the Health Connect Registry for referring into the PCN (see Division website for information and the HCR link). Division member Morgan Lindsay signed on as a temporary medical director at the PCN as well as her ongoing clinical role there. Due to the lack of uptake of physician contracts at the PCN, we have ventured to see if we can access UPCC contracts and modify them for our community. Time will tell if this will be a viable option, and if it will suit our vision. Through the Division, we have also started the PCN evaluation process and



consulting firm Nota Bene has been hired. We remain indebted for all the work done, in particular by Carla Bortoletto, Sue Kurucz, and our lead, Jim Broere, in implementing the PCN services plan.

Supporting inpatient care is still a priority of the Division, and thanks to the time and commitment of Tom Rimmer and Graham Blackburn, we continue to hammer away at this. Unattached patient care continues to be a challenge and thank you to those doing Doctor of the Day and UNIT work, especially those who picked up extra shifts over the summer. We continue to support the mentorship program to help new physicians transition into hospital work, and look forward to future models of care and remuneration. The Division continues to manage the extra GPSC funding which we use for weekend incentives and enhancing unattached patient fees although, come next March, it is uncertain what happens with this funding.

Also in regard to hospital work, the Division continues to support the Cowichan Maternity Clinic, where we see Donna Wachowich now co-leading with Maggie Watt.

Also at the hospital, we have seen David Huntley, who used to work in the operating room, become new site director. It is unfortunate that our hospital administrative staff have been squirreled away into trailers in the back parking lot, although it is great to see the new cast clinic facility in their old space.

We continue to support the Long Term Care initiative, and with Stacey McDonald leading the way we have now formed a working group to look at other models of coverage as well as streamlining some of the billing issues and payment processes. We have hired Lisa Ebel-Wiebe as project manager on a 6-



Photo Source: Tourism Cowichan

month contract to assist Stacey in this process. We have most recently signed a Memorandum of Understanding with Island Health to update LTC incentive funding levels to include the 88 new beds at the Hamlets. Thank you to Lauren Jackson for stepping up and becoming a medical director there, and also thanks to our other site medical directors, Dalton Chen at Cerwydden, Trevor Tsang at Sunridge, and Val Masuda at Cairnsmore. I cannot give enough appreciation for all the work Stacey McDonald has done, both from a Division perspective as well as a community perspective, especially during the difficult times of COVID. I am sad to announce that Stacey will be stepping down as our initiative lead at the conclusion of the LTCI project. We are looking for someone to take over this liaison/lead position, which includes serving on the CVDFP advisory committee.

We continue to support the Pathways program with our lead Ryan Gallagher. Undoubtedly, everyone is finding ways that Pathways can improve their practice efficiency. Ryan has pointed out to us that due to the pandemic, Pathways has created the “Pathways Medical Care Directory”, allowing physicians to create a web profile with contact information and updated office details. Pathways has increased the capabilities for emailing patients information handouts directly through the platform, with a no-reply email; this has been particularly helpful when patients are seen by telehealth.

We continue to focus on recruitment and retention as one of our primary initiatives. Unfortunately, as a direct result of COVID, we have not been able to hold any in-person recruitment events like our cycle tour, but hopefully this will remain in our future. Thank you R&R members Roy Gilbert (GP lead), Peter Postuk and Anne Thompson, along with R&R Coordinator Kate Wratten.

Notwithstanding the challenges posed by COVID, we have been joined by a number of new CVDFP members over the past year. A warm welcome to:

Kim Adzich (palliative care)
Wagdy Basily (Lakeside Medical)
Ibraheem Elkhair, PRA (Duncan Family Practice)
Kirsten Hood, NP (Ladysmith Family Practice)
Nicolette Jacobsz (locum)
Celeste Just (Chemainus Medical)
Martin Lipinski (ER physician)
Chloe MacLean (locum)
Brandon McIlmoyle (Hillside Medical)
Jan Moolman (locum, ER)
Qamrun Nahar (Blue Sky Medical)
Paul Randhawa (ER physician)
Jordan Rycroft (locum)
Mark Shaver (Cowichan Primary Care Network)
Thane Smith (locum)
Dominique Seper, resident (Somenos Medical)
Trevor Tsang (Valley Medical)
Emanuela Tura (locum, inpatient care)
Ardela Zeqollari, NP (Cowichan Primary Care Network)

Also during this time, we saw Roy Gilbert and Tim Britton-Foster retire from full time family practice.



I must give a shout out to our scholarship committee, comprised of Bryan Bass (GP lead), Lisa Wilson, Lesley Hartford, Gisela Wenzel-Smith, Peter Postuk, and Graham Brockley. We once again gave out a \$1,000 regional scholarship for a student pursuing a medical degree, as well as five bursaries for students heading into a healthcare field. Congratulations to the 2020/21 recipients:

Morgan Bottomley, Chemainus Secondary
Brielle Varasteh, Cowichan Secondary
Ryan Hindle (she/her), Frances Kelsey
Michaela Segreto, Ladysmith Secondary
Haley Smith, Lake Cowichan School

Regional scholarship: Tamara Knight-Robinson (Cowichan Secondary)



Photo Source: Dobbernation Loves

What has also come to fruition of late is the Island Health-developed Cowichan Health and Care Plan, designed to enhance community service and offload acute care services through reduced bed-days. Development of the plan was led by Sandy Bjola who engaged a number of our Division members to inform the report. The Health and Care Plan has moved onto implementation, led by Donna Jouan-Tapp. One of the first areas to be tackled is COPD; a working group has been formed, and thanks to Zoe Pullan and Zaan Davies for joining this group on our behalf. As part of this program, a community respiratory therapist has been hired which has been one of my longstanding wishes.

I should also mention that our new hospital is still on track and thank you to Pat Gallagher and his team of colleagues and care workers who continue to work away at this.

Also in the community we saw the Hospice House open its doors in November 2020. This is a wonderful facility and resource for our community; thank you to those members involved in making this a reality, in particular Sue Barr and Val Masuda.

It has been a difficult year for our Indigenous partners/peoples, and it was great to see our medical community support the various events in the last year. I will once again ask that we all seek cultural awareness, embrace culture diversity, and promote cultural safety in our lives. I believe we are in a position to make a difference in our community.

As I mentioned at the beginning, it has been a challenging year for the Division. There have been so many issues occurring on top of our normal Division workload, and your leadership and staff were definitely feeling overstretched at times. We appreciate your support and we also appreciate your patience. Change, as I am learning, is slow paced. We look forward to every member's input into the direction that they wish the Division to be heading. I look forward to one day meeting in person again.

From your co-chairs,
Bryan Bass and Jan Malherbe



TREASURER'S REPORT

Dr. Len Roy

On behalf of the Board, I am pleased to present The Cowichan Valley Division of Family Practice Society's audited financial statements for the fiscal year ending March 31, 2021.

KPMG LLP Chartered Professional Accountants have examined the financial statements, comprised of the statement of financial position, statement of operations, changes in fund balances and cash flows. In their opinion, the financial statements present fairly, in all material respects, the financial position of Cowichan Valley Division of Family Practice Society as at March 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Statement of Financial Position as at March 31, 2021

- Total cash assets held were \$1,517,824 and Short term Investments totalled \$213,585.
- Accounts Receivable at March 31, 2021 of \$38,052 includes \$11,460 for GST rebates, \$1236 for the CDMS portion of Pathways, \$17,564 for the long term care initiative, and \$7,792 to be received from Shared Care for the sessional rate top up.
- Infrastructure ended the fiscal year with \$94,646 in deferred GPSC contributions that will be carried over into fiscal 2021/2022.

The balance of funds remaining in deferred included \$872,536 related to the Primary Care Network, \$126,401 for long-term care, \$69,101 for in-patient care, \$130,000 for COVID-19 planning, \$144,600 for Shared Care, and \$6,223 for Maternity Vulnerable communities.



Statement of Operations to March 31, 2021

- Infrastructure recognized \$1.198M in revenue against the equivalent operating costs of \$627,175 and \$571,592 for in-patient care incentives. Attachment recognized revenue of \$481,490 against the associated costs relating to the Primary Care Network.
- Interest revenue for fiscal 2020/2021 was recognized against Scholarships payable, leaving net income at zero.

I would like to thank the board, and general membership for the opportunity to serve as the Division Treasurer. I would also like to thank the Division staff for their continued hard work, support and commitment to the financial management of the Division's resources.

Dr. Len Roy, Treasurer



Photo Source: Tourism Cowichan



Photo Source: Sunrise Sunset Time Lookup



Photo Source: Mill Bay Marina



Photo Source: Mindful Explorer



Photo Source: Mapio.net



Photo Source: Cowichan Valley Citizen