



Central Okanagan
Division of Family Practice
A GPSC initiative

Annual Report

March 2021 - March 2022

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Valuing Family Physicians

Central Okanagan Division of Family Practice

Our Division of Family Practice recognizes family physicians (FPs) as the professionals that provide the most comprehensive services and manage the broadest array of health-related issues. FPs minimize care transitions and provide longitudinal, comprehensive care built on a foundation of stable, long-term patient and family centered relationships.

The Central Okanagan Division of Family Practice:

- supports health care initiatives that value the role of the FP as a uniquely trained, qualified, and experienced professional;
- supports expansion of the Patient Medical Home model and Primary Care Networks when those models are implemented with the FP's particular skills and attributes recognized and valued;
- supports team-based care that recognizes the FP-patient dyad in the center supported by a comprehensive team working to full scope that meets the needs of the patient as determined by that FP-patient dyad;
- supports exploration of new payment models that include fair FP compensation as compared to other health professions and as defined by SGP and Doctors of BC; and
- fundamentally supports the longitudinal relationship between a patient and their FP or Nurse Practitioner (NP), with each health care provider on the team working collaboratively to their full scope of practice, understanding that the training and application of scope of practice for FPs and NPs is different.

Message from the Physician Lead – *Dr. Christine Hoppe*



As I write this, I am looking forward to seeing everyone who will attend the Annual General Meeting on July 12. The opportunity to gather will be most appreciated after well over two years without an in-person event for our entire Division. For those of you who moved to the Central Okanagan in or after March 2020, we will be happy to welcome you to your first in-person Division event and to see you outside a little square on Zoom.

At this year's AGM, we will recognize the significant contributions of Mike Koss, our Division's Physician Lead from 2017 until earlier this year. Mike's perspective, dedication, warmth and care have served all of us well, and we offer our sincere thanks to Mike for his efforts and

achievements. This is not "goodbye," however, as Mike remains an active member of our physician community with his long-term care work.

It is an understatement to say this is a difficult time for family physicians in BC. The myriad challenges facing family physicians are well recognized, and the impacts on physicians, staff members, patients, the larger health care system and our communities are more and more evident and distressing.

The Central Okanagan Division of Family Practice team acknowledges this reality, and your Division Board members are living this experience; all are committed to helping on a local level. We know many of you may be, as one member put it, "one bad day away from a total career change." Our goal is to keep that one bad day at bay for every Division member long enough for meaningful system change to occur.

While there is so much that is outside the scope of Division work, there are supports for family physicians that can be accessed here and now. Perhaps you can get home a bit earlier each day by leveraging PCN team members. Perhaps you can take advantage of business supports to reduce overhead costs or human resource challenges. Perhaps Division staff can simply bring you and your MOAs coffee and a smile. Perhaps you have ideas to share about how the Division can best support you, your office staff, and your patients so you can do more of what drew you to a career in family medicine in the first place, and less of what didn't. We welcome those ideas.

The Division will build on its successes with recruitment, retention, locum coverage, physician and office networking, PCN development, long-term care initiatives and continuing medical education, while enhancing the supports available to family doctors to get everyone through these (say it with me now) unprecedented times. And we remain hopeful that larger scale relief is in store. Truly.

For now, enjoy the evening with colleagues and the freedom to converse without a "mute" button to contend with. Draw inspiration and insight from our esteemed guest speakers. And on behalf of your Division board, please accept heartfelt thanks for the work that you do and an open invitation to let us know how the Division can best support you in the year ahead.

Sincerely,
Dr. Christine Hoppe
Physician Lead

Message from the Executive Director – *Tristan Smith*



The Central Okanagan Division of Family Practice, as a not-for-profit organization, has served family physicians since 2010. Our work is grounded in our connection with our members and in establishing good relationships with external stakeholders. These connections were essential to our community during the COVID-19 pandemic and will have continued importance during the primary care system reform underway.

Our Division is funded through the General Practice Services Committee, a committee that is built into the Physician Master Agreement. The funding allows for community level involvement and engagement of family physicians. Over the years, Divisions provincially have shown that the voice and experience of family physicians can result in significant improvements in healthcare. Our local patient attachment program organized through the Division of Family Practice is an example of how family physicians work together to meet the needs of a community. Also, the Pathways program is another example of Divisions work provincially, impacting care and helping family physicians.

Collectively, the voice of family physicians is powerful, particularly as it pertains to longitudinal care. Our division endeavors to understand commonality between our members, looking for growth opportunity. By being connected to members, we can best orient our resources to support the common needs of family medicine offices, including the recruitment and retention of staff and doctors. The past year has highlighted the importance of stabilizing non-clinical aspects of family practice such as human resources and overhead expenses. Also we continue to serve our membership through conversations among partners, such as the health authority, who continue to voice interest in learning more about primary care.

I would like to ensure that all Central Okanagan Division of Family Practice staff are acknowledged for their contributions to our local healthcare system. We have a strong and proud team that includes: Monica McLean, Amanda Stickland, Jennifer Bitz, Karen Kopp (bookkeeper), Beth Whalley (Maternity Leave), Tara Muncey, Julia Hunter, Suzanne Noel, Lori Ballard, Jason Houiellebecq, Scott Tucker, Carly Van Oort, and Stephen Reichart (evaluation).

As usual, over the coming year, we anticipate the need to be adaptable as we support the changing needs of our members and look forward to serving you the best we can.

Sincerely,
Tristan Smith
Executive Director

Divisions Activities and Highlights

Community Engagement

Interior Health
City of Kelowna
District of Lake Country
District of Peachland
City of West Kelowna
Regional District of Central Okanagan
University of British Columbia-Okanagan
Ministry of Children and Family Development
School District No. 23
Canadian Mental Health Association
Other Provincial Divisions of Family Practice
Practice Support Program (PSP)
Westbank First Nation
Okanagan Nation Alliance / Sylix Okanagan Nation
First Nations Health Authority
16 Central Okanagan Long-term Care homes
Foundry
Child Advocacy Centre

Continuing Medical Education

April 7, 2021	Meet the Specialist – Pediatrics & MHO Update
April 29, 2021	Pharmacotherapy for Behavioral and Psychological Symptoms of Dementia AND Lewy body dementia - challenging our practice in the time of COVID
May 20, 2021	Dr. Jennifer Locke - Urology – Reconstructive Surgery Medical Health Officer - Update
September 16, 2021	Dermatology, Divisions & PCN Update
October 5, 2021	Primary Care Network Meeting
October 27, 2021	Physician to Physician – Fireside Chat Doctors of BC - Understanding your Mini Profile
November 4, 2021	BC Coroner Education
December 14, 2021	Dr. Adrian Bak (Gastroenterology Update), MHO and PCN Update

Division Newsletter

The Division newsletter continues to provide meaningful information to support clinical decision-making and share information about news and events.

During the March 2021 to March 2022 year, we had 11 Newsletter editions.

Webpages for Division Members

Webpages are offered to members as an opportunity to share information and resources such as office hours, staff information, phone numbers, FAQs from patients, links to clinical informant, common patient handout materials and covid information.

Recruitment and Retention

Date initiated: June 2014

Physician Leads: Dr. Milt Stevenson

R & R Administrators: Monica McLean, Tristan Smith

Update:

From April 2021 to March 2022, we were fortunate enough to recruit 6 full-time Physicians, and 5 Locum Physicians. It was amazing that through Covid-19, we were still able to help IMG physicians come to the community, without site visits, putting their trust in our process to help physicians come to the Central Okanagan.

We also had 12 Physicians retire from April 2021 to March 2022 and we are expecting higher than usual retirements for the rest of 2022. We wish all our physicians the best into their retirement from Family Practice and next phases in life. Their hard work and dedication to their patients and the Central Okanagan is most appreciated. Thank you to those have retired and continue to locum for our current work force, we can't thank you enough!

We appreciate the time and dedication it takes from you, your family, and your office staff to help recruit Physicians to our community. By working together, we hope to be able to staff this community with many Physicians in the coming years. We are all fortunate to live, work, and play in the Central Okanagan.

The Central Okanagan Division Physician Lead and Recruitment Administrators are continuing to liaise with retiring Physicians and clinics to assist with moving patient panels if recruitment is not successful. We are striving to ensure that patients that are most vulnerable are attached first to ensure continuity of care. Thankfully, we have our well-developed Find a Family Doctor program that can assist with attaching patient panels to find a new medical home and give our Physicians a piece of mind as they enter retirement.

We are always reviewing and improving our "Red Carpet" recruitment program including our recruitment advertisements on HealthMatch and our Central Okanagan Division website. We also continue to work with long-standing clinics to review recruitment needs.

We are continually working on new strategies to advertise for locums in addition to creating the Locum Matching Program. A monthly newsletter is sent out to a pool of locums to assist with meeting members' locum requests. We react quickly to new physicians looking for locum opportunities when they move to Kelowna or call/email to inquire. Through the BC Family Doctors website, we now have a link to Pathways BC so our locum posts can be seen by anyone with a Pathways account across the province.

Locally, we are fortunate to have physician leaders, Dr. Jade Dittaro & Dr. Adam Burnett, Co-Site Directors of the UBC Faculty of Medicine - Family Practice Residency Program - Rural Okanagan Site, who are forging urban opportunities for R2 residents.

Attachment “Find A Family Doctor”

Date initiated: August 2018

Physician Lead: Dr. Milt Stevenson

Attachment Administrator: Amanda Stickland, Monica McLean, and Tristan Smith

Update:

1. The “Find a Family Doctor” program began on August 16th, 2018. This was created from the base idea of the “A GP for Me” program. Our aim is to support and understand our membership with new patient attachments.
2. From March 2021 to March 2022, we have attached 3,772 out of 12,464 people and will continue our efforts to attach as many patients as capacity allows. Since July 2021, our program has had a waitlist of patients due to the limited number of physicians able to attach.
3. Our program moved from a paper/mail/fax base program to include an on-line HIPAA compliant survey form in July 2021. Mail and fax remain options for community residents who need it.

MOA Recruitment

Date initiated: January 2022

Project Lead: Tristan Smith

Division Administrator: Monica McLean, Amanda Stickland

Since COVID-19, there has been an increase in requests for support related to MOA recruitment and retention. Some offices referenced competition with the Canadian Emergency Response Benefit (CERB) and the increased stress of possibly working with COVID patients as precipitating factors.

MOAs have other work environments to consider, including specialists’ offices, where there seems to be conditions such as higher wages, possible benefits, and less daily work stress. As an example, over the past year we have seen specialists’ offices directly recruiting from family doctors’ offices via fax.

In 2021, we heard from our Members that the need to help recruiting MOA staff was vital to the stabilization of the clinic workforce. With the knowledge of recruiting Family Physicians, we got to work with advertising on Indeed, our division website and using the MOA Facebook page. Since January 2021, 13 Central Okanagan clinics have asked for our assistance. On the flip side, we review MOA resumes on a weekly basis, prioritize MOAs that have experience and have an pre-screening interview (Phone or Zoom). Then we attach notes from the pre-screening interview, include their resume and send to the clinics for review. We do our best to send MOAs who match the clinic profile for an MOA.

We hope to continue expanding the workforce for clinics and are looking towards making a locum pool for MOA coverage and vacation.

Pathways

Date initiated: November 2015

Physician Lead: Dr. Milt Stevenson

Pathways Administrator: N/A

Update:

1. With over 5.2 million page views last year, Pathways continues to be recognized as an excellent clinical tool for up-to-date information regarding the province's 3900+ specialists and clinics, referral forms/requisitions as well as vetted physician resources and patient information handouts.
2. Over 400 Central Okanagan users access an average of 2800 page views every week.
3. Pathways is now used by Specialists and hospital-based physicians to find and help attach patients to primary care providers.
4. New access keys have been developed to support Primary Care Networks with 46 active accounts at present.

GPSC Long-term Care Initiative (LTCI)

Date Initiated: September 2015 (transitioned from the RC Steering Committee which was initiated in November 2012)

Physician Leads: Dr. Rob Williams, Dr. Bernie Lewke, Dr. Willie Mackle, Dr. Tara Sebulsky, Dr. Gayle Klammer

Staff Support: Jennifer Bitz, Tristan Smith, Amanda Stickland

Update:

1. Due to COVID-19 restrictions and staffing shortages at the care homes, no Roadshows were held in 2021/22. These are interactive dialogue sessions regarding the 5 Best Practice Expectations (BPEs) and the 3 System Level Outcomes at each care home with staff and one high volume LTC physician. Plans are underway to relaunch them in autumn 2022.
2. Organized and hosted one CME event on April 29, 2021:

Pharmacotherapy for Behavioral and Psychological Symptoms of Dementia (Dr. Peter Chan, MD, FRCPC, D.ISAM) AND Lewy body dementia - challenging our practice in the time of COVID (Dr. Amanda Hill, MB, B.Ch)

3. Movement toward proactive clustering of LTC patients per physician (similar to the clustering model used in VCH, Victoria and other divisions) by connecting clustering physicians with physicians wishing to transfer care, by better understanding barriers deterring FPs from taking on more LTC patients and by refining requirements for quarterly incentive payment eligibility.
4. Launched the biannual questionnaire in the autumn of 2021 to gather clustering data and to reaffirm commitment to the LTCI. Physicians are asked to self-report on their own as well as the care home's capacity to fulfill the LTCI 5 BPEs. This replaces the annual commitment letter LTC physicians previously signed reaffirming their commitment to work toward the 5 BPEs. The questionnaire will be repeated every year in April and October.
5. Hired and launched an after-hours call service (Personal Touch Telephone Answering Service) to help reduce errors for after-hours calling and decrease the time it takes to reach a MRP or their designate. The data will be used to follow up on misdirected calls which informs quality improvement on all sides - physicians, care home staff and operators. Set up and programming of the system occurred from February-March for an April 4th launch.
6. Worked on improving inclusion of MRPs in biannual medication reviews by planning strategies with the local pharmacists to confront related barriers and challenges – in early 2022 we surveyed local pharmacists and brought the findings to a meeting in March. We continue to work with pharmacists on next steps to improve the rate in which MRPs are included in the reviews.
7. Created and made available a one-page COVID-19 directives for LTC and older adults.
8. Managed the House Physician model and the Long-term Care Support Group.
9. Continued regular communications regarding process improvements and/or issues between physicians, care home staff and IH administration.
10. Administered acceptance fee claims for taking on new LTC patients and quarterly bed incentives.

Primary Care Networks

Date initiated: February 2019

Physician Leads: Dr. Michael Koss, Dr. Christine Hoppe, Dr. Janet Evans

Staff: Tristan Smith, Monica McLean, Amanda Stickland, Beth Whalley (currently on maternity leave), Tara Muncey, Julia Hunter, Suzanne Noel, Lori Ballard, Jason Houiellebecq, Scott Tucker, Carly Van Oort

- Primary Care Networks (PCNs) are a collaboration between the Central Okanagan Division of Family Practice, Interior Health, and local Aboriginal partners to provide comprehensive primary care services that coordinate with specialized care and community-based services the Central Okanagan.
- Priorities of the PCN are to provide team-based care through an interdisciplinary team of nursing and allied health professionals, to increase access for the following priority populations: frail in community; low and medium complex conditions and; those with mild to moderate mental health and substance use.
- Starting in the fall of 2020, teams in the Central Okanagan forged collaborative connections to move the Primary Care Network objectives forward, together.

Primary Care Network Updates

- Collaborative Governance Model in full effect
- PCN Patient Advisory Group in full effect
- Virtual Provider Network events
- In-person MOA Network event
- In-person Nurses Network event
- In-person Allied Health event
- Engagement remains ongoing with family practice clinics
- Regional PCN Orientation implemented for all new PCN staff
- Full year of evaluation completed by Reichert & Associates
- Team-Based Care and Cultural Safety Working Groups established
- Allied Health, HUB nurses and pharmacists are moving to Interior Health's CHSC building as PCN 1 and PCN 2 temporary HUB space
- PCN resources have been leveraged to minimize the short-term impact of some patients left without a primary care provider
 - The team is working with patients immediately on areas where orders or referrals were not yet received to follow up on these and then create a care plan for when results arrive and work through these with the patients
 - PCN team has created a very detailed plan of how to manage all this:
 - Interventions and recalls working directly from the intervention list
 - Printing summaries
 - Guiding patients if needed, adding reassurance and support over the phone or in person
 - Booking patients in office to pick-up their chart summary

Human Resources Updates - 100% of targeted FTE hired for Year Two

- CODFP successfully hired 2 PCN Change Leads and 1 PCN Learning & Development Admin support
- 15.5 Registered Nurses co-located in Family Practice clinics
- 3.0 HUB nurses not co-located
- 4.2 Registered Dietitians
- 5.2 Social Workers
- 3.0 Physiotherapists
- 1.8 Occupational Therapists
- 2.0 Pharmacists
- 3.0 Indigenous Health Coordinators
- 1.6 Nurse Team Leaders
- Collaborative creation of COK PCN orientation continues to evolve and improve. This includes an introduction to change and transition, team-based care philosophy, Aboriginal Cultural Safety, and trauma-informed care.

Patient Medical Home Updates

- 22 Patient Medical Homes and 101 Family Physicians participating
- 2 PCN Nurse Practitioner contracts at Kirschner Medical and Outreach Urban Health Centre
- 1 PCN Nurse Practitioner employee at Rutland Aurora Health Centre
- 1.6 PCN Nurse Practitioners at Westbank First Nation
- 0.8 PCN Nurse Practitioner at West Kelowna UPCC
- Change Lead established formal EMR training and MOA engagement
- Customized orientation tailored to the unique needs of the clinic and nurse
- Physician Leads established in each clinic to support provider needs
- Expanded scope of RN practice tailored to provider requests and patient population needs

Aboriginal Health

- Indigenous Health Coordinators attend Team-Based Care HUB meetings and nurse networks
- Transportation support including taxi vouchers and bus tickets for primary care medical appointments
- Nurse Practitioner support for Aboriginal Partners remains a priority
- Re-engagement at the Aboriginal Partners table
- Indigenous Peoples Day observed

Next Steps

- Year 3 Recruitment planning includes:
 - 9.7 Nurse Coordinators
 - 1.0 RN Knowledge Coordinator
 - 1.0 Registered Social Workers
 - 1.0 Registered Dietitian

Primary Care Networks (cont.)

- 1.5 Nurse Practitioners
- 1.0 Pharmacy
- 1.0 Psychologist
- 1.0 GP for Foundry
- Establishing a HUB for PCN 2 Rutland/Lake Country
- Develop the role of the Psychologist in the PCN
- Support further integration of Indigenous Health Coordinators and Nurse Practitioners
- Support further integration of team-based care and culturally safe practices
- Develop processes to support PCN orphaned patients
- Further develop relationships with community partners

Aboriginal Health

- 3 Indigenous Health Coordinators hired for Westbank First Nation, Métis Community Services Society of BC, and Ki-low-na Friendship Society
- Incorporation of Indigenous Health Coordinators with PCN clinics at weekly visits and purposeful meet and greets with Physician Champions and Nurse Coordinators.
- Goals to increase supports and services for Aboriginal populations in the Central Okanagan
- One Nurse Practitioner (NP) position hired for Westbank First Nation, NP resources for Ki-Low-Na Friendship Society in process

Next Steps

- Year 2 Recruitment planning includes
 - 8 Nurse Coordinators
 - 3 Registered Social Workers
 - 1 Registered Dietitian
 - 3 Physiotherapists
- Creation of Team-Based Care HUB Planning/Capital Project implementation
- Model of Care development for team-based care
- DOFP to complete hiring for 2 Change Leaders and one Admin support
- Establish Patient Advisory Group for COK PCN
- Support further integration of Indigenous Health Coordinators and Nurse Practitioner for Ki-Low-Na Friendship Society
- Regional PCN Orientation planning underway for future cohorts

Collaborative Services Committee

Date initiated: April 2011

Physician Leads for 2020/2021: Dr. Michael Koss, Dr. Christine Hoppe

Staff: Tristan Smith

Major Issues Identified:

1. Primary Care Network
2. COVID-19 Response
3. MHSU
4. UPCCs

Collaborative Services Committee Aims:

1. Improved care for identified populations
2. Decrease unnecessary system usage such as Emergency or Acute Care
3. Improve experience of care for both providers and patients
4. Increase access to care for identified populations

Progress:

1. The CSC has overseen the initiation of the Central Okanagan Primary Care Network
2. The CSC has been responsive to primary care concerns related to COVID-19
3. The CSC has discussed issues related to the Urgent and Primary Care Centres and Community Health Centres

Next Steps:

1. Ongoing Primary Care Network Development and Implementation
2. Supporting COVID-19 and other provincial concerns
3. Continue to discuss issues related to primary care

Summary of Committees

Collaborative Services Committee

The Central Okanagan Collaborative Service Committee (CSC) brings together representatives from the Central Okanagan Division of Family Practice, the General Practice Services Committee and Interior Health.

These partners share issues of concern for patient care outcomes, co-determine priorities and co-design solutions to the complex and interconnected issues facing the healthcare system and the delivery of primary care. All partners work together to improve patient care and system efficiencies within their sphere of influence.

Co-chairs: Dr. Michael Koss (COD), Deborah Preston (IH)

Division Members and Staff: Dr. Christine Hoppe and Tristan Smith

GPSC: Dr. Lee Mackay, Jillian Wong

Interior Health: Deborah Preston, Sharon Cook, Dr. Curtis Bell, Danielle Cameron, and Greg Cutforth.

Inter-Divisional Strategic Council

The Inter-Divisional Strategic Council (ISC) is a formal group representing senior executive administrators for Interior Health, all Interior Health Division Leads, the General Practice Services Committee and the Ministry of Health.

Its strength lies in the collaboration of the Divisions within IH and our ability to connect with the highest levels of IH administration as well as GPSC and the Ministry of Health.

Over the past year our ISC also formed a Divisions only subgroup so Divisions can network about common issues such as Virtual Care and Recruitment/Retention.

Division Representation on ISC: Dr. Michael Koss, Dr. Christine Hoppe, Dr. Janet Evans and Tristan Smith

Interior Physician Recruitment Retention

Date initiated: October 2019

Physician Lead: Dr. Milt Stevenson
IPRR Administrator: Monica McLean

This new committee is advocating for Physicians at existing and emerging partner tables: (Ministry, ISC, GPSC, PCN steering committees, IHA and First Nations tables).

For the year of March 2021 to April 2022, the core objectives for the committee are as follows:

- Enhance Engagement of Medical Students and Family Medicine Residents
- Enhance Recruitment and Retention of CMGs and IMGs
- Improved Access to Recruitment Information and Tools
- Improved Practice Coverage Strategies



New Interior Physician Recruitment and Retention Knowledge Broker who interlinks all Divisions and works on projects that affect all Divisions, particularly recruitment of Physicians.

Notes:

Notes:

Central Okanagan 2021/2022 Board of Directors

Dr. Christine Hoppe (Physician Lead)

Dr. Mike Koss (Chair)

Dr. Mike Purdon

Dr. Tara Sebulsky (Secretary)

Dr. Richard Blakemore (Treasurer)

Dr. Erika Scheffler

Dr. Jade Dittaro

Dr. Jen Meisner

Dr. Megan Hill

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