

OUR MISSION:

*A medical community that **protects, promotes, and expands** the role of family physicians in caring for their patients.*



2022–23 ANNUAL REPORT

April 1, 2022–March 31, 2023

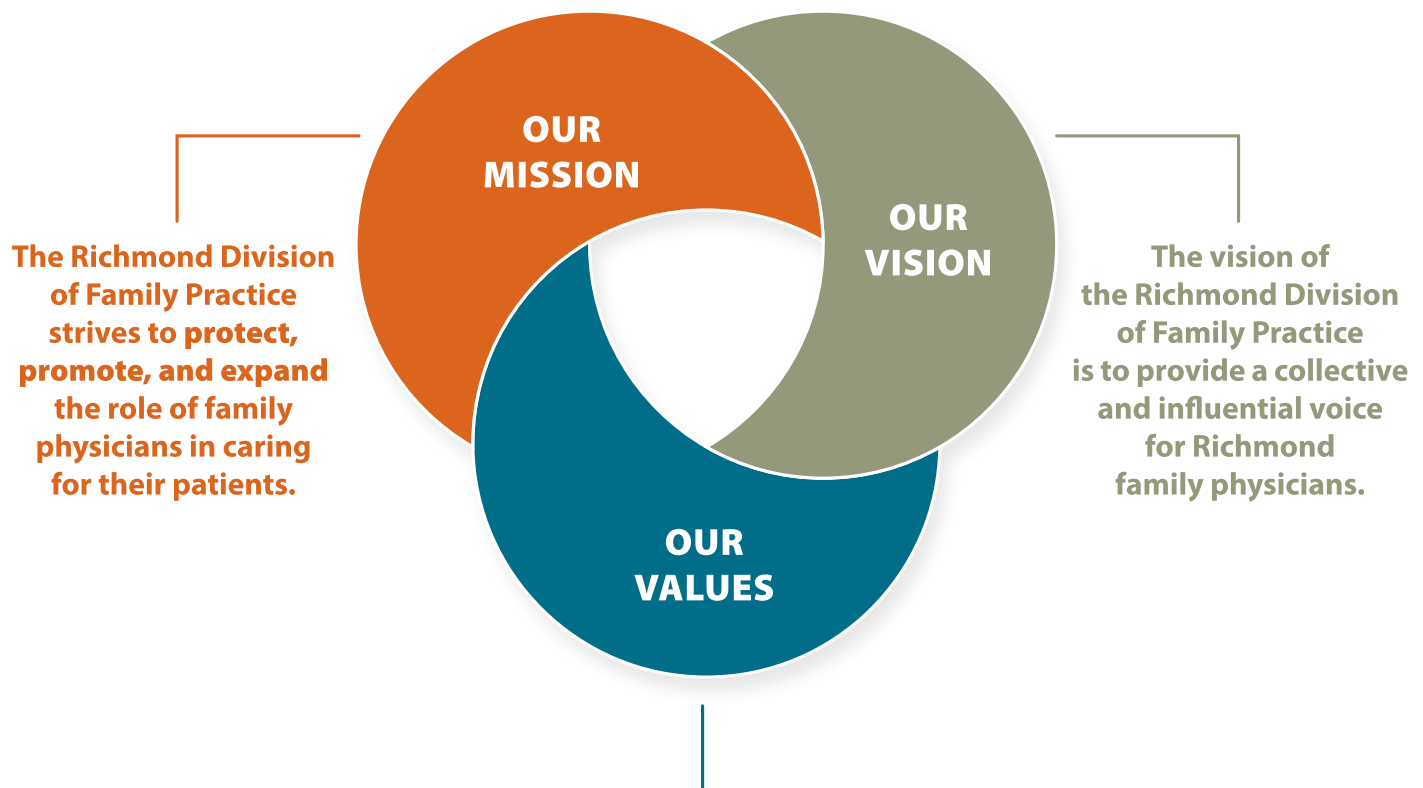


**CELEBRATE
WITH US**



Richmond
Division of Family Practice
An FPSC initiative

MISSION, VISION, AND VALUES



The Richmond Division of Family Practice will be guided in its work by the following values:



BENEFICIAL

Striving to be outcomes-based and beneficial to our membership and to our patients.



EFFICIENT

Delivering efficient services to our membership, practicing efficiency as a Board, and promoting workflow efficiency in our medical practices.



INFLUENTIAL

Shaping how health care is designed, delivered, and evaluated; having a voice with stakeholders; and, acting with vision.



OPTIMIZED

Encouraging new, sustainable ways to do our work, using resources, and leading and sustaining health care improvements.

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Common Health System Acronyms

CaRMS	Canadian Resident Matching Service	LTCI	Long Term Care Initiative
CBT	Cognitive Behavioural Therapy	MHSU	Mental Health & Substance Use
CME	Continuing Medical Education	NNPBC	Nurses and Nurse Practitioners of British Columbia
CSC	Collaborative Services Committee	NP	Nurse Practitioner
DoBC	Doctors of British Columbia	NTP	New-to-Practice
ED	Emergency Department	PCN	Primary Care Network
EMR	Electronic Medical Record	PMH	Patient Medical Home
FFS	Fee-for-Service	PPE	Personal Protective Equipment
FP	Family Physician	PRA-BC	Practice Ready Assessment British Columbia
FPSC	Family Practice Services Committee	PSP	Practice Support Program
HA	Health Authority	RAP	Richmond Attachment Program
HCR	Health Connect Registry	RN	Registered Nurse
HEM	Health Emergency Management	RPCN	Richmond Primary Care Networks
IMG	International Medical Graduate	UBC-SPH	University of British Columbia/St. Paul's Hospital
IT	Information Technology	UPCC	Urgent and Primary Care Centre
LFP	Longitudinal Family Practice	VCH	Vancouver Coastal Health
LTC	Long-term Care		

MESSAGE

FROM THE BOARD CHAIR

Dear Members,

The global pandemic has redefined many aspects of our lives, and the way we live, work, and relate to each other is forever changed. For many of us, this shift has been a continuous time of reflection about what is most important.

I am in awe of the incredible work that has been done across our health system to ride the waves of COVID-19. On behalf of the Board, thank you for the immense contributions by each one of you, your clinic staff, other health professionals, and countless others on the front lines. Our community is far stronger now for what we have achieved together.

As the Chair of the Board for the Richmond Division of Family Practice, I feel privileged to represent our 290 members, and am proud to share many highlights of the past year:

- Our Division has been successful in its mission to protect, promote, and expand the role of family physicians in carrying for our patients. Collective advocacy on behalf of our members resulted in the much-anticipated Longitudinal Family Physician (LFP) payment model that has enabled improved compensation for the essential work that we do.
- We supported the successful recruitment of **34 FPs** and **six NPs**.
- Membership has grown by **11.67 per cent**.
- Primary Care Networks (PCN) increased the amount of referrals by **33 per cent**, engaged a record number of allied health providers, and supported the provision of excellent care to the Richmond community.
- The **Long Term Care Initiative** (LTCI) supported physicians to provide 24/7 care across the five care homes in our region, facilitating call groups, quality improvement projects, and education sessions.
- The **MOA Network** is a thriving and supportive collective integrated throughout more than **80 per cent** of our physician practices in Richmond. Our Division facilitates recruitment, business improvement, training, and peer support for MOAs.
- Education sessions, *Clinical Pearls*, and *Welcome to Richmond* **events** continue to build our community and to reinforce our connections with one another. We are strong together.



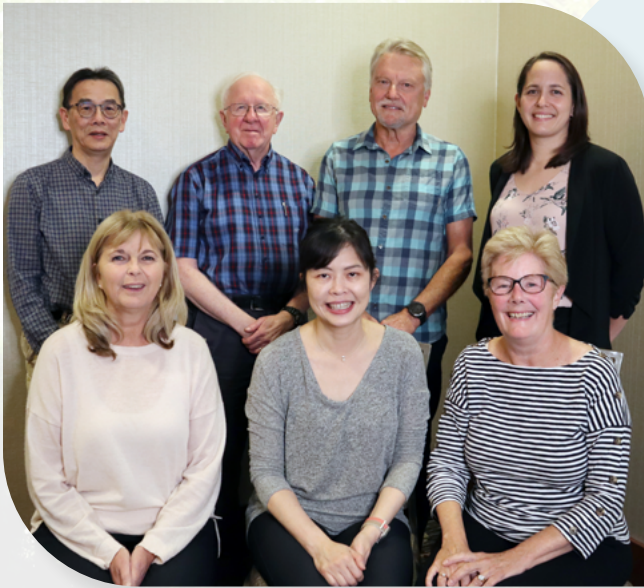
The Richmond Division of Family Practice remains committed to adding value to your practice with innovation, optimization, and education that benefit you and your patients. We will continue to nurture relationships within our region, and to develop ever stronger connections with the B.C. Ministry of Health, with Vancouver Coastal Health, and with our community partners.

The future will build upon the lessons we have learned during the pandemic, and we will continue to adjust to this new normal. The challenges we have overcome together have clearly demonstrated the importance of family practice, and the role of family physicians in Richmond. We are grateful for your continued support of our work at the RDFP, and warmly invite you to explore more ways that you can get involved and to lead the way as our health care system evolves.

Dr. Angela Shen

Board Chair, Richmond Division of Family Practice

YOUR BOARD OF DIRECTORS



Back (left to right):

Dr. James Lu, Dr. Barry Koehler, Dr. Michael Frey,
Dr. Lisa Nakajima (Secretary)

Front (left to right):

Dr. Cheryl Nagle (Vice-Chair), Dr. Angela Shen
(Chair), Diane Bissenden (Treasurer)



RAFP Board Member Dr. Barry Koehler chats with Dr. Alexandros Alexiadis (Co-Senior Medical Director, VCH Richmond) during the 2021–22 RAFP Annual General Meeting.

YOUR SUPPORT STAFF

Operations Team

Jennifer West, *Executive Director*
Nicole Carlin, *Administrative and Events Lead*
Monica Kumar, *Administrative Coordinator*
Donna Liu, *Communication Coordinator*
Nabil Maarouf, *Program Lead*
Anetta Stankowski, *Program Lead*
Ailin Chen, *Program Coordinator*
Juliana Mafforte, *Program Coordinator*
Stephen Mah, *Technology Coordinator*

PCN Team

Jorge Hernández, *Program Lead*
Sean Canasa, *PCN Community Link Worker*
Sonya Narayan, *PCN Administrative Lead*
Jenny Chow, *PCN Administrative Coordinator*
Gurvinder Kaur, *PCN Administrative Coordinator*
Diana Lizardo, *PCN Administrative Coordinator - Attachment*
Katherine Nguyen, *PCN Administrative Coordinator*
Jennifer Wong, *PCN Administrative Coordinator*



Front row, top to bottom: Jennifer Wong, Ailin Chen, Juliana Mafforte,
Monica Kumar, Nicole Carlin, Jennifer West, Diana Lizardo, Gurvinder Kaur

Back row, top to bottom: Katherine Nguyen, Anetta Stankowski, Jenny Chow,
Jorge Hernández, Sean Canasa, Stephen Mah, Nabil Maarouf, Donna Liu

Not pictured: Sonya Narayan



Supporting Physicians IN THEIR PROFESSION

MEMBERSHIP



The Richmond Division of Family Practice grew by 11.67 per cent this year.

290

total members
[March 31/23]



47 new FPs joined since April 2022
32 full members | 15 associate members

Other Highlights & Milestones

- The **New Member Social** in October welcomed seven new physicians for member orientations to the Division and its services.
- We conducted seven additional **member orientations** during the year.
- New member **supports** in highest demand:
 - PCN contract support
 - Practice support tools: EMR, Pathways, Billing, UpToDate
 - After-hours call group support



Division staff, board, and physician lead members gather at Catch Kitchen + Bar for October's New Member Social to welcome seven new FPs to our community.

Left, front to back: Dr. Alope De, Dr. Inthuja Nanda, Dr. Wiaan Bedeker, RDPF Program Lead Anetta Stankowski, RDPF Program Lead Novella Lui, and Board Chair Dr. Angela Shen

Right, front to back: Dr. Kim Co, Dr. Cheryl Nagle, Dr. Danny Dhingra, LTCI Lead Physician Dr. Justin Hsu, and Dr. Edward Fang



"Thank you to the Richmond Division for the immense support. I recently joined this community, and they provided me with access to UpToDate, Pathways, PCN services, the list of unattached patients to build up my patient panel, and much more. They are always available when I need help, which has had a great impact on my practice."

Dr. Lidya Sanjaqli
FP, MegaFu Medical Clinic

Dr. Sanjaqli is a PRA-BC International Medical Graduate originally from Iraq

RECRUITMENT



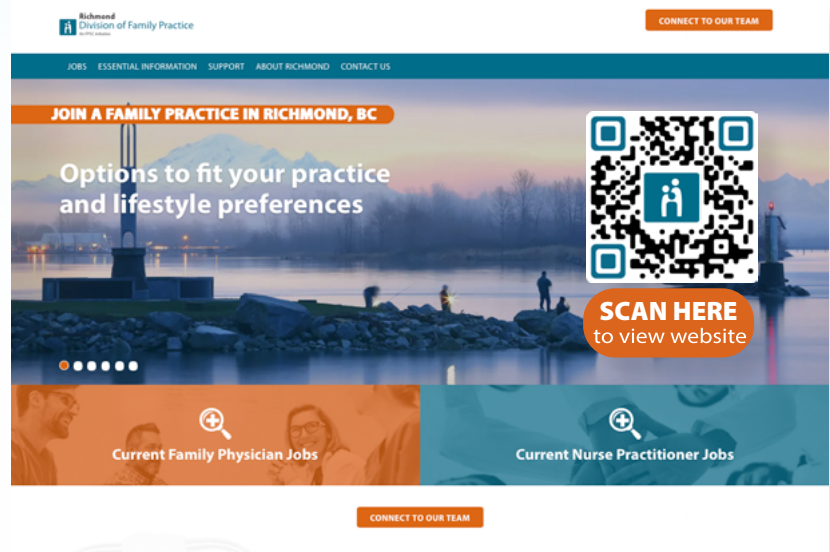
We supercharged our recruitment efforts by launching the first phases of richmondhealthcarejobs.ca. This site publishes local family practice jobs, essential information, recruitment services, supports for establishing a practice, and settlement information about Richmond. The website will expand further in the coming year to include a filtered job search engine, clinic and long-term care home profiles, and features to attract strong candidates.

Other Highlights & Milestones

The RDPF recruited *clinical applicants* through advertising, print and digital materials, conference attendance, two IMG recruitment streams, Health Match BC referrals, resident engagement planning, and the new recruitment website richmondhealthcarejobs.ca (in progress). We supported the recruitment of:

- **34** FPs
- **27** FPs to community family practice:
 - 21 full-service
 - five locums
 - one walk-in
- **11** PCN-NTP FPs
- **5** FPs joining long-term care
- **5** new IMGs:
 - 3 from UBC-SPH
 - 2 IMGs from PRA-BC
- **3** Richmond Hospitalists
- **2** FPs joining UPCC/Foundry/Anne Vogel Clinic
- **6** NPs into community practice

For information about recruitment opportunities or recruiting into your practice, email recruitment@rdfp.ca



Screenshot of richmondhealthcarejobs.ca

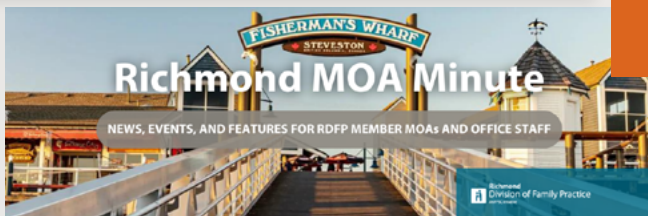


Division recruitment team members Sherry Wang and Anetta Stankowski make connections with new physicians at the UBC Family Medicine Scholarship Day, June 2022.

COMMUNICATION

“The Richmond Rapid Read covers salient points relevant to Family Physician health services in the community. Whether in solo or group practice, the well written stories of the RRR foster a commonality of purpose—a group putting its shoulder to the wagon wheel.”

Dr. Chee Ling
FP, Dr. Chee Ling Clinic



Both the Richmond Rapid Read (RRR) and the Richmond MOA Minute bi-weekly newsletters received a visual refresh and introduced new types of content to boost readership and engagement.

Condensed headers and sections, *Got a Second?* polls and results, LFP Payment Model News, Pathways Top Viewed Resources, and the monthly MOA Candidate List have all been popular additions.

34 EDITIONS PUBLISHED OF THE RICHMOND RAPID READ NEWSLETTER

287 member audience
(increase of 13 per cent)

71% average open rate
(up from 59 per cent last year)

Paxlovid for Treating COVID-19
B.C. received just under 140,000 doses from the federal government but only 12% has been administered.

Treating mild COVID is important to prevent Long COVID. Paxlovid reduces Post-COVID complications by 28%, including neurocognitive impairment, heart disease, liver disease, IBS, blood disorders, fatigue, and muscle pain. A March 2, 2023 study in JAMA shows that using COVID patients have over two times the mortality risk, two times higher risk of cardiovascular disease, pulmonary embolism, and COPD/exacerbation.

Reasons why Paxlovid is under-administered:

1) B.C. HAS THE MOST RESTRICTIVE POLICY FOR PAXLOVID U
• Fully vaccinated person
• Age 70 and older
• Three medical problems to qualify

For all other, Gender, and Date
is age 70, and/or is age 70, the
unvaccinated individual, and

2) LOW AWARENESS OF THE RECENT CHANGES OF QUALIFI
• Expanded qualifications in B.C. include many common medical conditions in themselves: long-term impairment, frailty, developmental disabilities, etc. then Paxlovid prescription issued based on the Practice Tool (i.e., Assessment Guide B)

• Paxlovid can now be prescribed proactively to eligible individuals who are in close contact with COVID.

• All information can be found in the Practice Tool (i.e., Assessment Guide for C

3) CHALLENGE OF JUGGLING MEDICATIONS DUE TO DRUG IN
• The Lexicomp App and the interaction list on the BC CDC website are i

PCN Clinical Pharmacists can help:
• Review patient medical history including lab results and diagnostic tests to i

that could potentially interact with Paxlovid.
• Assess polypharmacy, drug interaction, and appropriate dosage to avoid sub

therapeutic outcomes.
• Review medication adherence events, side effects, and adjust complex med

For more information on PCN Clinical Pharmacists, click here or contact email
To refer a patient to a PCN Clinical Pharmacist, use the PCN Referral form in P

Paxlovid summary provided by RDGP members Dr. Susan Kuo
with a additional educational video.
Referral: Why Should We Care? (and COVID-19, if possible) patients.

Dr. Susan Kuo contributed
the article entitled,
**Paxlovid for Treating
COVID-19**

7 Practical ways to implement
green initiatives in your clinic

1) SAVE ENERGY

• Use a programmable thermostat.
• During evenings and weekends, turn down the heater or air conditioner.

2) REDUCE THE USE OF PAPER

• Review office processes which use paper.
• Maximize the use of electronic communications, such as sending and receiving email.
• Refuse paper brochures, pamphlets, and tear-off pads.

3) REDUCE THE USE OF EXAM TABLE PAPER

• Use discretion when replacing the paper. Changing the paper when it becomes
worn is not necessary. Consider keeping a recycling bin in the exam room or
hallway for used and clean exam table paper.

4) RECYCLE

• Place recycle bins in exam rooms, offices, and the kitchen area.
• Collect recyclable beverage containers, paper and cardboard products, plastic
medications, sample bottles, and plastic packaging.
• Designate a staff member to drop items off at a local Recycle or Bottle depot.

5) REDUCE THE DISPOSAL OF SINGLE-USE MEDICAL DEVICES

• Sterilize medical devices in your office or partner with another clinic and use only
reusable devices such as speculums and suturing kits.

6) REDUCE TRANSPORTATION POLLUTION

• Use virtual medicine when appropriate to reduce unnecessary vehicle
carbon emissions.

7) CHAMPION CLIMATE ACTION

• Our patients look up to us for inspiration and advice. Have a discussion whenever
possible about the reality of climate change and how we can all take action to help
mitigate it.

Summary by Dr. Susan Kuo, education video from the Green Office Toolkit
created by the Canadian College for Green Health Care

Dr. Sharon Dodd contributed
the article entitled, **Seven Practical Ways
to Implement Green Initiatives in Your Clinic**

Other Highlights & Milestones

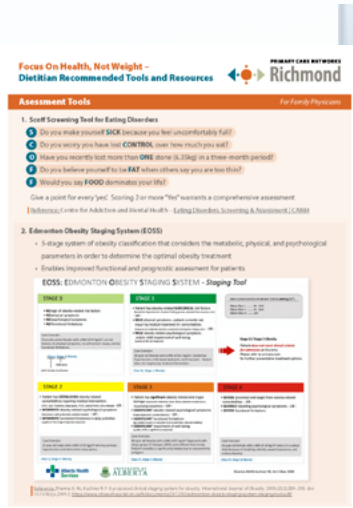
- Published **member-initiated content** in the RRR:
 - Dr. Sharon Dodd: *Seven Practical Ways to Implement Green Initiatives in Your Clinic*
 - Dr. Susan Kuo, *Paxlovid for Treating COVID-19*
- Engaged with members, MOAs, and community partners to advise on the plan for a **new Division website** (under development). Events, resources, recorded educational sessions, information for new physicians, and guidance for patients to find a family physician all emerged as high priorities.
- The Division published **21 editions** of the **Richmond MOA Minute**, sharing bi-weekly news, events, and resources curated for MOAs and patients.

Other Highlights & Milestones cont.

- Participated in the Richmond Multicultural Community Services event *Welcome to Richmond Community Celebration 2022*, which **strengthened our ties with newcomers** and promoted Division services, the PCN, team-based care, and MOA jobs
- Developed two **Drop-in Week** kits (October/December) to boost understanding about Division initiatives, the PCN, the Community Link Worker service, practice support funding, ways to get involved with the Division, the LTCL, and the MOA Network
- Created **PCN learning event resources** focused on weight management and frail senior care



RDFP and RPCN staff Novella Lui, Anetta Stankowski, and Jennifer West meet with newcomers at the *Welcome to Richmond* community event, Sept 2022.



Information to help members distinguish between the PCN Frail Seniors Team and Home Health

PCN Dietitian-recommended tools and resources for weight management

- Provided **print orders on request** to eight clinics for patient materials about the Health Connect Registry, the UPCC, Where for Care?, and the Richmond Primary Care Networks
- Promoted the benefits of **Cognitive Behavioural Therapy** along with skill development and training opportunities in December's *RRR Special Edition* and in subsequent issues.



We created new outreach materials for clinics to help patients understand the RPCN and the new Community Link Service.

EVENTS



We continued to provide many meaningful learning events during the pandemic, and hosted a successful hybrid *Annual General Meeting and Clinical Pearls 18*. With almost 90 family physicians participating in-person and via livestream, we were able to deliver our AGM and to host three specialist physicians in small group discussions with our members.



RDFP members welcome and acknowledge Dr. Lisa Nakajima and Dr. James Lu as new Board Directors at the 2021-22 AGM.
Left to right: Dr. Lisa Nakajima, Dr. Jim Douglas (CP18 speaker), Dr. Rachila Sharma Aucone, Dr. James Lu, and Dr. Kazem Khazamipour

CP18 speaker Dr. Heather Armstrong speaks about Obstetrics and Gynaecology.



Other Highlights & Milestones

- Hosted **19 events** for members and their office staff
- Responded to member demand and hosted several **in-person learning events** that provided vital face-to-face conversations



RDFP and RPCN staff Anetta Stankowski and Novella Lui greet Dr. Tamara Leung at the AGM check-in booth.



Division staff, board, and 19 family physician members gather for the Member Winter Social at Harold's Kitchen & Bar in December, 2022. Attendees had the opportunity to enjoy great food, to win door prizes, and to mingle with colleagues and staff.

LEARNING EVENTS

- 2** **UPCC/Insurance Forms events**
- 1** **Let's Talk: Arthritis event**
- 1** **Clinical Pearls event** featuring specialists in Orthopaedics/ Sports Medicine, Obstetrics/ Gynaecology, and Ophthalmology
- 2** **Long-Term Care Initiative events:**
 - Skin, Wound, and Rash Care
 - Pain Management for Elderly with Dementia
- 2** **Physician Wellness events:**
 - *Burnout and the Road to Resilience* with Dr. Mark Sherman (RHPS)
 - *Setting Boundaries Webinar* with Dr. Maryna Mammoliti and Occupational Therapist Adam Ly

PRACTICE SUPPORT EVENTS

- 1** **Pathways Tips and Tricks event**
- 1** **Business Pathways Team Supports event**
- 3** **Meet Your PCN Team events:**
 - Frail Seniors Team
 - Dietitians Team
 - Clinical Pharmacist Team

MOA EVENTS

- **MOA Summer Social**
- **Navigating Brooke Radiology**
- **MOA Winter Social**
- **Workplace Safety Violence Prevention**

SOCIAL EVENTS

- 1** **New Member event**
- 1** **Member Winter Social event**



Left to right: Ryan Yang (Clinic Manager), Cooper Wang (MOA), Carmen Tsui (MOA), Vicky Wong (MOA), and Kitty Lee (MOA) from CRC Health Centre learn some new skills at the Workplace Safety Violence Prevention learning event in June, 2022.

"By becoming more aware of how violent situations can occur, I feel more confident and ready to handle them should they arise. Also, by being more aware of signs, I will recognize them more quickly and be more effective at preventing violence from even occurring."

Member MOA, Workplace Safety Violence Prevention workshop



Supporting Physicians IN THEIR PRACTICE

"I am impressed by the number of visits that the team has made to our clinic. They have done some great outreach, and Division emails contain a lot of important information. We have direct links to specific Division program leads, and we have a very collaborative relationship."

Kathy P
Clinic Manager, HealthVue Medical Clinic, Steveston

PMH OUTREACH AND SUPPORT



We launched our new semi-annual Drop-In Week outreach program to boost clinic understanding of RDPF and RPCN services, to nurture relationships, and to check-in with practices.

Drop-in Weeks will continue in the Spring and Fall of each year with rotating themes and objectives. Clinics can expect PMH practice support and initiative updates, PCN resources, and special treats.



Left to right: RDPF team members Linda Jung, Kim Tsang, and Ailin Chen prepare goodie bags for BC Family Doctor's Day member appreciation clinic visits.



Ailin Chen presents Amanda Lewis, Hamilton Village Medical Centre MOA, with a goodie bag to show appreciation for Family Physicians and their MOAs.



Left to right: Faida Abbas (MOA), Cecillia Billedo (MOA), and Hoda Abougareeb (Clinic Manager) of Wellness First Medical Clinic receive goodie bags in recognition of Family Physicians and their MOAs.



Dr. Sharon Fong receives a goodie bag from Kim Tsang for BC Family Doctor's Day.

Other Highlights & Milestones

- Launched the **Meet, Greet & Eat!** initiative to learn more about clinic IT usage and needs, to guide PMH technology optimization, and to best plan for funding allocations

**Meet,
Greet,
and Eat!**



- 50** members received orientations to Division PMH and PCN support services
- Engaged with the **Health Emergency Management (HEM)** Working Group to identify needs and concerns, completed an HEM workbook and internal plan, and initiated collaborative response planning with Health Emergency Management British Columbia (HEMBC) and the City of Richmond
HEM learning event planning is underway for 2023/24
- Launched the **PMH Grant** to support the adoption of IT designed to boost efficiency of patient care delivery, including clinic website building and patient notification/reminder system setup and activation
- 10** clinics completed websites
- 8** clinics implemented reminders/notification systems
- Managed the FPSC **Minor Tenant Improvement Grant** process for clinics to incorporate the physical renovations needed to accommodate part-time co-location of RPCN clinicians (AHPs, RNs, and/or LPNs)
- Conducted a **Flu Vaccine Delivery** campaign and delivered supplies from Richmond Public Health to the 10 member practices that requested support



RICHMOND RAPID READ

INFLUENZA VACCINE SPECIAL EDITION



Richmond Division of Family Practice

MOA NETWORK



We engaged with 139 MOAs and office staff from 51 Richmond clinics by providing direct support, training opportunities, and MOA Network events. The *MOA Success Group* was established to advise on planning and development for support and resources in the coming year.



Two dozen MOAs of member practices gather at Catch Kitchen + Bar for the MOA Winter Social in December 2022. This event was later voted one of most valuable networking opportunities of the year.



RDGP recognized the work of Medical Office Assistants in the November 2022 issues of the *Richmond MOA Minute*. Members of the MOA Network were invited to give shout-outs to their peers and to share a photo of their dream team as entries to win coffee gift cards and a free team lunch.

"I have always appreciated the Richmond Division in its efforts to provide me with assistance when needed, such as recruitment for holiday relief, IT support, or website development. In a nutshell, I feel like I am working with a strong team of knowledgeable and supportive members, and never feel that I'm alone."

Emma Chatel
MOA, Dr. Cheryl Nagle Medical Clinic

Other Highlights & Milestones

- MOA Network membership increased by **60%** = 139 member MOAs [March 31/23]
- We recruited five MOA/office staff advisors for a new **MOA Success Group** and hosted six meetings to enhance supports and resources
- The **Workplace Safety Violence Prevention** event had the highest participation
- Pathways Medical Lead Dr. Tracy Monk helped to streamline workflows with her **Pathways Tips and Tricks** webinar
- MOAs learned about **Navigating Brooke Radiology** in a webinar to improve efficiency
- The Richmond **MOA Minute** bi-weekly newsletter provided event information, resources, and updates, and promoted collegial relations through peer shout-outs, giveaways, polls, appreciation events, and information sharing; a *Special Edition* celebrated MOA Appreciation Month (November).
- MOA-driven training **events** supported skill development, while the Summer and Winter Socials were rated most valuable for networking

Other Highlights & Milestones

- Connected member physicians to **HR Toolkits**, Practice Agreement Templates, employment standards, WCB resources, and other guidelines.
- Created job description templates, **posted ads** on the *Indeed* platform, screened resumes, provided pre-screen questionnaires, shortlisted applicants, and forwarded strong candidates to clinics along with summaries of candidate needs (i.e., compensation and benefits expectations to ensure clinics remain competitive in order to retain staff)
- Shared monthly MOA **candidate snapshots** in the *Richmond Rapid Read*



INNOVATION + TECHNOLOGY

We engaged with 20 clinics during our *Meet, Greet, and Eat!* event and built clinic profiles to better understand their technology needs.

Interest from this event, in combination with other member engagement activities, led to 35 projects related to website development, patient reminder/notification, and CareConnect.

HUMAN RESOURCES



We worked hard to support the recruitment of MOAs into 24 Richmond family practices.

RDGP responded to a steady volume of requests for support with the recruitment of family practice office staff.

"I feel very supported by the Division, especially by the IT team, which has helped the physicians in our clinic promptly with IT support. Their knowledge base, professionalism, and timely help improved our workflow when we needed it most, and we are grateful for their dedication to serving the physicians in Richmond."

Dr. Jennifer Wang
FP, Garden City Medical Clinic

Other Highlights & Milestones

- Continued to enrol clinics in **CareConnect**, which includes usage of the BC Services Card app for login and EMR integration if available
- Improved **PCN integration** in PMHs through *Pathways* by adding details about PCN services including Dietitians, Social Workers, Chronic Disease Management Nurses, and more
- Strengthened technology supports for new, existing, and retiring members by providing **checklists** for essential tools such as UpToDate, Pathways, CareConnect, and PharmaNet



Supporting Physicians WITH HEALTH CARE EVOLUTION

18 FPs provided care to **705** patients at five Richmond long-term care homes:

Fraserview Intermediate Care Lodge

Minoru Residence

Pinegrove Place

Richmond Lions Manor Bridgeport

Rosewood Manor

95% of all beds were covered by the LTCI: 705 of 744 beds

4% increase in coverage over last year

"There is definite, positive improvement in long-term care since I joined in 2020. Administrative support, in particular, has been growing well. The nurses and the rest of the staff in the homes are working better as a team. Physicians are an integral part of the team, helping nurses to make timely treatment decisions. Especially where ambiguity in urgency exists, Physicians can answer medicine-oriented queries from patients and families."

Dr. Riaz-ul Hassan

FP, Live Well Medical Clinic, and Fraserview, Minoru, and Rosewood LTC homes

LONG-TERM CARE INITIATIVE



CELEBRATE WITH US!

We recruited five family physicians into the Long-Term Care Initiative (LTCI)

Other Highlights & Milestones

- Celebrated **tremendous collaboration and teamwork** despite physician shortages, retirements, and departures
- **Collaborated with VCH** to plan and administer long-term care initiatives including recruitment, communication, engagement, quality improvement, and delivery of quality patient care at five Richmond long-term care homes, in alignment with the FPSC's five best practices and three system level outcomes
- Promoted FP recruitment through VCH's continued offering of **Temporary Clinical Service Contracts (CSC)** for five long-term care homes throughout Richmond; 10 family physicians are now working within this contract model
- Demonstrated **strong alliances** between the LTCI Family Physician Group, the LTCI Steering Committee (VCH & RDPF Directors, Medical Directors, Program Leads), and the LTCI Quality Improvement Working Group (Steering Committee members, one patient representative, care home Medical Leads, Managers/Directors of Care, and one RN representative)



FP members of the LTCI gather to hear palliative care physician Dr. Caroline Baldwin speak on **Pain Management in Long-term Care**, November, 2022.

Partnership, Friendship, and Leadership in Action

Dr. Alexandros Alexiadis,
Co-Senior Medical Director, VCH Richmond

Early in the pandemic, it became abundantly clear that a subset of our community was facing a threat unlike any time in history. Before directives, vaccines, or treatments, the virus had taken aim at our most vulnerable elders, especially where many lived: in long-term care homes.

At a time when Richmond was also seeing the long-awaited expansion of LTC beds, care providers were facing challenges with new realities of care delivery, including the birth of social distancing and virtual care. In those early days when knowledge was lacking, anxiety was rampant, and services were strained, it was clear that solutions were needed, and needed immediately.

Through established and new partnerships, thoughtful and careful planning, and a renewed and strengthened mission, work began and work got done. This work—conducted through incredible collaboration between the Richmond Division, the LTCI, and the Health Authority, and with assistance from local and regional clinicians—proved fundamental to the care of those residents and to our community at a critical time. It worked.

With the successful recruitment of more than 10 new LTC providers, the establishment and development of seven new medical directors, the opening of 240 new beds, new clinical contacts, and renewed education focused on quality, communication, and excellence, we got wiser while the residents, their families, and our community got stronger.

Through living our combined values of service with caring, we have now created a new history and legacy in Richmond LTC. It's a space where we have solidified ourselves as leaders, partners, and friends.

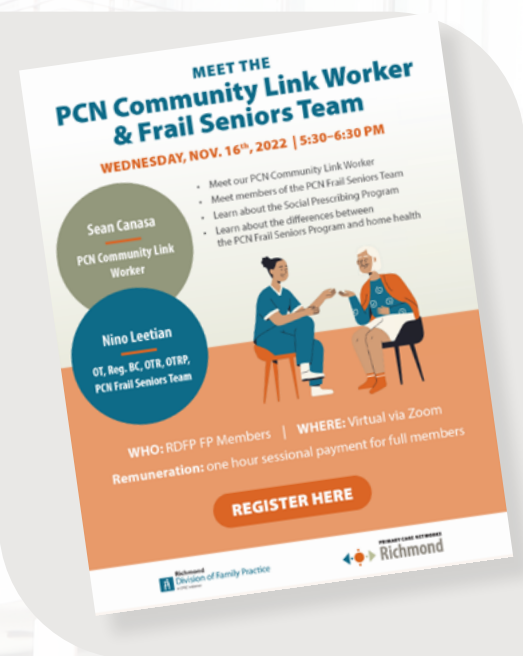


"With our strengthened partnership over this past year, the RDFP and VCH have been working together to provide quality support to our LTCI physicians. A formalized introduction, orientation, and mentorship program has been developed for new physicians interested in exploring long-term care. LTCI physicians are now supported and encouraged to partake in QI projects and in education sessions that support their practice. It is exciting to be a part of the RDFP and VCH partnership, and to be making improvements that benefit and support our physicians, and ultimately our patients."

Angie Martinez

Operations Director

Richmond Long Term Care, Assisted Living, Adult Day Programs, Supportive Housing & Volunteer Services



RICHMOND PRIMARY CARE NETWORKS (RPCN)



CELEBRATE WITH US!

We increased the number of referrals made by Family Physicians and Nurse Practitioners to PCN clinicians by 33 per cent compared to last year, for a total of 3,263 referrals.

Other Highlights & Milestones

- Clinical (Mental Health) Counsellor service continued to be the most referred: **853** referrals = 41% of all referrals made throughout the year
- **12,122** direct patient encounters conducted by PCN clinicians

The Richmond Attachment Program (RAP) receives requests for vulnerable patient attachment from VCH and community services

522
patients
registered

302
patients attached
to an FP/NP

87 patients matched who were awaiting their first meet and greet appointment with an FP/NP and who were aiming for attachment

57% increase of RAP patients attached/matched compared to last year

- RAP wait times to confirm attachment with an FP/NP took an average of one to two months
- Top RAP referrers were the Richmond Maternity Clinic (>20 per cent of referrals), the PCN UPCC (13 per cent), and the Richmond Public Health Early Years Program (12 per cent).

The Richmond Health Connect Registry (HCR) is available to all patients in Richmond who do not have an FP or NP

6048
patients
registered

1476
patients attached
to an FP/NP

1713 patients matched who were awaiting their first meet and greet appointment with an FP/NP and who were aiming for attachment

248% increase of HCR patients attached/matched compared to last year

- almost 100 residents were attached per month from the HCR
- wait times to confirm attachment with FP/NP took an average of two to three months
- in 2022, more than 400 requests arrived each month with approximately 25 per cent of those able to be attached

Richmond's new Community Link Service helps connect patients to support services throughout the community. The program is designed to boost physical and emotional wellbeing, social connections, and ability to thrive.

- During the first six months of the Social Prescribing Program (October 2022–April 2023):

91 referrals received **30** clients have met their goals **61** active clients

20+ different community supports, programs, and services have been accessed by clients

Social Prescribing was identified as part of an action item in the City of Richmond's 2022–32 Seniors Strategy



Richmond's new Community Link Worker, Sean Canasa, heads out to conduct a round of community visits and meetings with referred clients



RDFP members meet with staff of UBC's Pharmacists in PCN program and RPCN Clinical Pharmacists Vicky O'Dwyer, Will Shum, and Kinson Tse for a hybrid info session, March 2023.

Glucose Monitoring & Diabetes Management QI Evaluation

The PCN team launched the **glucose sensor monitoring and diabetes management pilot project** as a quality improvement initiative under the RPCN Evaluation Framework. Patients were provided with wearable technology to promote chronic disease self-management.

11 patient participants **14** health professional participants

- The patients had 24/7 access to their data and **bi-monthly follow-ups** with a Chronic Disease Management Nurse.
- RESULTS:** After eight weeks, clinical profiles for most patients had **improved significantly**. For example, an assessment of Ambulatory Glucose Profile indicators showed that A1C levels decreased significantly from an average of 9.4 per cent in week one, to 7.5 per cent in week eight.

"Dietitians are very helpful as they support patients who are going through complex diets. Chronic Disease Management Nurses do a fantastic job as well. It's good to be able to offer these services to patients."

Dr. Cheryl Nagle

FP, Dr. Cheryl Nagle Clinic



RPCN EVALUATION FRAMEWORK 2020–2022



Developed an evaluation data and performance framework of PCN interventions and related outcomes during the three initial years of operation.

The objectives of this evaluation framework are to measure the success of PCN intervention and progress toward the PCN attributes, and to identify areas of quality improvement, stakeholder collaboration, and service delivery.

MEASURES OF PROGRAM SUCCESS

In three years since inception, the RPCN has recorded nearly

6000 referrals

for the eight PCN allied health disciplines offered to the public.

The referrals made to the RPCN have almost **quadrupled in volume** in three years to reach nearly 3000 for 2022, which means a significant

monthly increase of **5%**

The **number of referring providers to the PCN has tripled** to more than 260 professionals:

76% of FPs

17% of PCN clinicians

5% of NPs

PCN outreach campaigns **increased referrals significantly eight weeks after the visits**

More than 50 FPs in almost 30 clinics still do not refer to the PCN, even if they work with colleagues who do so

Quarterly requests for social workers

increased by up to 30%

while wait times remained steady at approximately **10 days**

Each health professional issued an average of

23 referrals

to PCN services

We noted a **significant increase in the number of referrals issued by the 10 co-located FPs**, who transmitted an average of 70 referrals per practitioner: **= 3.5 times more** than their non-co-located counterparts

Since 2021, practitioners accepting new patients via the Richmond Attachment Program had sent an average of

40 PCN referrals per practitioner

= almost double the referral volumes made by those who are not participating in RAP

On average,

36 referrals were sent per PCN FP/NP

= almost double their counterparts without PCN contracts

LEADERSHIP



The Richmond Division works hand-in-hand with Vancouver Coastal Health and many other organizations throughout the province, and relies on its member physicians to lead key initiatives.

PARTNERSHIPS

Partnerships with Vancouver Coastal Health and the Collaborative Services Committee

- VCH–RDFP Primary Care Network partnership
- VCH–RDFP Long-Term Care Initiative partnership
- VCH–RDFP Recruitment collaboration with VCH Recruitment, VCH Contracts Administrator, VCH Practice Development Support, and VCH Medical Affairs

Partnerships and Networking with other Divisions

- Engaged with the Vancouver Division about recruitment and flu vaccine delivery systems (i.e. MTS Logistics/Medi-Tran)
- Engaged with the Fraser Northwest Division about Nimble, recruitment, and the PCN
- Engaged with the North Shore Division about CareConnect IT support

Partnerships with External Organizations

- UBC–VCH–RDFP Clinical Pharmacist collaboration
- NNPBC–RDFP NP practice and professional support collaboration
- HEMBC–RDFP Health Emergency Management collaboration



Together, by David Jacob Harder, Richmond Minoru Centre for Active Living.

Community Partnerships

- City of Richmond 2022–32 Senior's Strategy
- DoBC Business Pathways
- DoBC Doctor's Technology Office
- UBC Department of Family Practice Postgraduate Program
- Vancouver Community College MOA program
- Granville College MOA program
- Pathways
- CareConnect
- Richmond Community Services Advisory Committee
- Minoru Senior's Centre
- Richmond Cares Richmond Gives
- SUCCESS Integrated Community Services for Seniors
- Self-Management BC

COMMITTEES AND WORKING GROUPS (AS OF MARCH 31, 2023)

Collaborative Services Committee (CSC)

- The CSC is a working partnership with the MoH, FPSC, DoBC, and Richmond community physicians represented by the RDPF. This collaborative table is a forum to create change, build relationships, and support the provision of quality health care services.

Dr. Aleco Alexiadis, VCH, Richmond Senior Medical Director
Karen Barclay, VCH, Director, MHSU
Esther Booth, Richmond Hospital Dept. Head, Family Medicine
Dr. Meena Dawar, VCH, Richmond Medical Health Officer
Andy Day, VCH, Operations Director, Vancouver & Richmond
(CSC co-chair)
Carole Gillam, VCH, Director Regional Primary Care
Fran Hopkins, DoBC, Engagement Partner
Dr. Ki-Sun Kim, RDPF, FP Representative
Angie Martinez, VCH, Director, Long Term Care
Dr. Angela Shen, RDPF, Board Chair (CSC co-chair)
Jennifer West, RDPF, Executive Director

Health Emergency Management Working Group

- RDPF has drafted an emergency response plan based on input from member physicians and on guides provided by our partners at DoBC, VCH, and the City of Richmond. This preliminary project will expand through continued engagement with our physician representatives and partners.

LTCI Steering Committee

- This committee provides direction and strategic planning for the LTCI in collaboration with the LTCI QI working group and the LTCI FP group. This year, we have had success in recruiting physicians into long-term care and in strengthening the onboarding program.

Dr. Justin Hsu, RDPF, LTCI Physician Lead
Angie Martinez, VCH, Richmond Operations Director
Dr. Howard Chang, VCH, Richmond Medical Director, Elder Care
Jennifer West, RDPF, Executive Director
Anetta Stankowski, RDPF, PMH Program Lead
Juliana Mafforte, RDPF, Program Coordinator

LTCI Quality Improvement Working Group

- This group continued to shape procedure workflows and resources for new physician orientation and mentorship.

Angie Martinez, VCH, Operations Director LTC
Jennifer West, RDPF, Executive Director
Dr. Howard Chang, VCH, Medical Director, Elder Care
Dr. Justin Hsu, RDPF, LTCI Physician Lead
John Con, Patient Voices Representative
Anetta Stankowski, RDPF, PMH Program Lead
Juliana Mafforte, RDPF, Jr. Program Coordinator
Dr. Karima Kassam, Rosewood Manor, Director of Care
Dr. Luke Tse, Pinegrove Place, Medical Lead
Niamh Breen, Pinegrove Place, Director of Care
Dr. Mandeep Saran, Fraserview Intermediate Care Lodge, Medical Lead
Avril Taylor, Fraserview Intermediate Care Lodge, Director of Care
Dr. Adam Chang, Minoru Residence, Medical Lead
Carrie Willekes, Minoru Residence, Manager
Parm Pannun, Richmond Lions Manor, Manager
Dr. Annie Song, Richmond Lions Manor, Medical Lead

MOA Working Group

- This working group has identified QI opportunities and consolidated MOA feedback in order to drive the planning of future initiatives.

Eileen X, Well Health Richmond Central Inc., Clinic Manager
Emma Chatel, Dr. Cheryl Nagle Clinic, MOA
Nicole Huang, Steveston Medical Clinic, Office Manager
Jessey Flores, Coppersmith Medical Clinic, Clinic Manager
Nina Qu, Dr. Kazem Khazamipour Family Practice, MOA

Pathways Leadership Team

- This team continued to provide local Pathways leadership, direction, and operation, ensured compliance with legislation and medical guidelines, and set strategic goals for the upcoming fiscal year.

Dr. Allan Horii, Physician Lead
Dr. Lisa Nakajima, Physician Lead

PCN Steering Committee

- Committee members oversee the evolution of Richmond PCN operations, lending their strong voices and providing strategic insights to guide QI as the PCN transitions from implementation to sustainability. This team actions physician needs, shapes local longitudinal health care, and aims to achieve excellence in patient care.

Jennifer West, RDPF, Executive Director (co-chair)
Andy Day, VCH, Richmond and Vancouver Director of Primary Care (co-chair)
Dr. Carole Gillam, VCH, Executive Director, Primary Care and Chronic Disease Management
Dr. Meena Dwar, VCH, Medical Health Officer, Richmond
Michelle Sims, VCH, Nurse Practitioner, Director of Regional Department of NPs
Jasmin Jetha, VCH, Vice President Executive Lead, Community Services Home Health (co-chair)
Dr. Cheryl Nagle, RDPF, Physician Lead, PCN #1
Dr. Angela Shen, RDPF, Physician Lead, PCN #2
Deborah Turner, Patient and Family Representative
Elaine Lowes, Aboriginal Health Representative

PCN Innovation and Technology FP Group

- This group assessed PharmaNet efficacy in medication reviews for patients who have multiple care providers, and identified strategies to mitigate enrolment challenges with PRIME and PharmaNet.

Dr. Anthony Coquinco, FP
Dr. Sharon Dodd, FP
Dr. Allan Horii, FP
Dr. Ki-Sun Kim, FP
Dr. Cheryl Nagle, FP
Dr. Lisa Nakajima, FP
Dr. Christina Sun, FP

2022-23 PRE-AUDITED Financial Statement

STATEMENT OF FINANCIAL POSITION

As of March 31, 2023

Assets

Current

Cash	\$966,441.16
Prepaid expenses	\$7,598.72
GST recoverable	\$29,044.89
Equipment	\$17,876.00

Total Assets \$1,020,960.77

Liabilities

Accounts Payable and Accruals	\$349,384.68
Deferred Contributions	\$671,576.09

Net Assets \$1,020,960.77

SUBMITTED BY THE FINANCE COMMITTEE



Diane Bissenden
Treasurer



Dr. Cheryl Nagle
Vice Chair



Dr. James Lu
Director at Large

Any change in these
financial statements
as a result of the audit
will be released to the
membership

STATEMENT OF OPERATION

As of March 31, 2023

Revenues

Infrastructure	\$662,651.75
Collaboration	\$34,456.00
Long Term Care Initiative	\$286,249.29
Patient Medical Home	\$400,142.00
Primary Care Network	\$1,800,770.09
Attachment Mechanism	\$75,000
Health Emergency Management	\$10,000.00
Physicians Integration & Retention	\$47,500.00
Bank Interest	\$2,695.91

Total Revenues \$3,319,465.04

Expenses

Administration	\$31,723.97
Amortization	\$2,967.34
Contingencies	\$7,474.66
Health Emergency Management	\$10,000.00
Directors Fees	\$109,235.32
Facilities	\$44,898.20
Human Resources	\$385,864.50
Meetings and Events	\$9,382.83
Pathways	\$5,317.83
Long Term Care Initiative	\$232,823.55
Patient Medical Home	\$202,542.18
Professional Fees	\$6,834.57
Project Support	\$211,587.00
Supplies and Equipment	\$2,704.55
FP Sessionals	\$75,850.09
Office expenses and travel	\$1,337.12
PCN Management	\$343,811.69
PCN Administrations	\$289,532.16
PCN Change Management	\$925,405.27
PCN Attachment	\$74,650.00
PCN Governance	\$37,943.33

Total \$3,011,886.16

MAKE YOUR MARK:

How will you get involved?

MEMBER PARTICIPATION SIGN-UP CAMPAIGN 2023

Consider your passions, and contact Jennifer West, Executive Director, to discuss opportunities
jwest@rdfp.ca



- ✓ Share your perspectives to improve the local health system
- ✓ Help to shape initiatives that optimize practice workflows and improve your work-life balance
- ✓ Develop your leadership skills and experience
- ✓ Strengthen relationships with physician colleagues and other health professionals
- ✓ Be a part of exciting transformational initiatives that are meaningful to you
- ✓ Experience a deeper sense of professional fulfillment

We acknowledge and thank the Musqueam, Stz'uminus, Kwantlen, Stó:lō, Tsawwassen, and Coast Salish First Peoples on whose traditional, unceded, and stolen territories we live, work, and play. Acknowledging that we are on the traditional territories of Indigenous communities is an expression of cultural humility, and involves recognizing our duty and desire to support the provision of culturally safe care to First Nations, Inuit, and Métis people.

The Richmond Division of Family Practice gratefully acknowledges the funding of the Family Practice Services Committee, Doctors of BC and the Ministry of Health. Of the many individuals and organizations that support our work, we express our gratitude for the contributions of patient representatives, Richmond specialist physicians, staff and leadership of Vancouver Coastal Health, and our many collaborative community partners.

Richmond Division of Family Practice

Unit 393-186-8120 No. 2 Road, Richmond B.C. V7C 5J8

phone 604.728.7987

fax 604.484.2195

email support@rdfp.ca

The Divisions of Family Practice Initiative is sponsored by the Family Practice Services Committee, a joint committee of the B.C. Ministry of Health and Doctors of BC.

www.divisionsbc.ca/richmond

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