

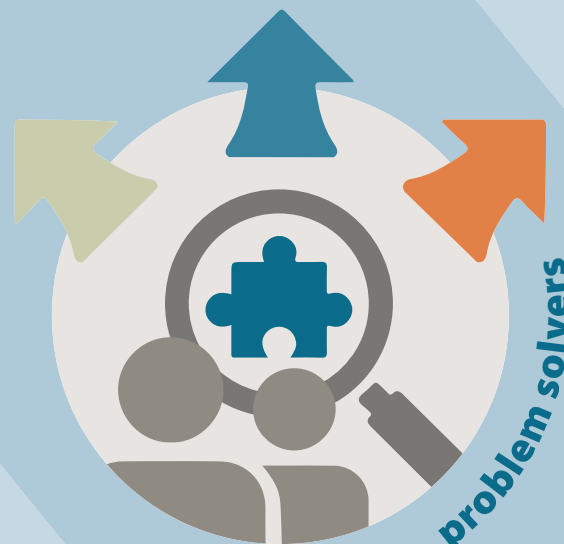
2023-24 ANNUAL REPORT



game changers



bridge builders



problem solvers



Richmond
Division of Family Practice
An FPSC initiative

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Common Health System Acronyms

AHP	Allied Health Professional
CaRMS	Canadian Resident Matching Service
CBT	Cognitive Behavioural Therapy
CME	Continuing Medical Education
CPD	Continuing Professional Development
CSC	Collaborative Services Committee
DoBC	Doctors of British Columbia
ED	Emergency Department
EMR	Electronic Medical Record
FFS	Fee-for-Service
FP	Family Physician
FPSC	Family Practice Services Committee
FTE	Full-time Equivalent
HA	Health Authority
HCR	Health Connect Registry
HEM	Health Emergency Management
IMG	International Medical Graduate
IT	Information Technology
LFP	Longitudinal Family Practice
LTC	Long-term Care
LTCI	Long-term Care Initiative
MHSU	Mental Health & Substance Use

MoH	Ministry of Health
MSP	(B.C.) Medical Services Plan
NNPBC	Nurses and Nurse Practitioners
NP	Nurse Practitioner
NTP	New-to-Practice
PCN	Primary Care Network
PMH	Patient Medical Home
PPE	Personal Protective Equipment
PRA-BC	Practice Ready Assessment British Columbia
PSP	Practice Support Program
QI	Quality Improvement
RAP	Richmond Attachment Program
RDfP	Richmond Division of Family Practice
RH	Richmond Hospital
RN	Registered Nurse
ROS	Return of Service
RPCN	Richmond Primary Care Networks
UBC-SPH	University of British Columbia/St. Paul's Hospital
UPCC	Urgent and Primary Care Centre
VCH	Vancouver Coastal Health

27 2023–24 Pre-Audited Financial Statement

MESSAGE

FROM THE BOARD CHAIR.

Strengthening relationships and celebrating successes

Dear Members,

As Chair of the Richmond Division of Family Practice, it brings me great pride to reflect on our journey together in this past year. Our commitment to building stronger relationships with members and among our stakeholders (including the Family Practice Services Committee, Doctors of BC, Vancouver Coastal Health, the B.C. Ministry of Health, and others) is strengthening our network as we work together to enhance Richmond's health care community.

Stronger ties are evident in the fruits of our combined efforts, including increased improvements to the LFP funding model, investment in long-term care, and ongoing support for enhanced governance within our PCN.

We extend gratitude to our members, to your clinic staff, and to our community partners for your impressive involvement with the Division. Your efforts to engage with us in committees, to participate in learning events, and to mentor new team members combine to elevate the benefits and effectiveness of Division work. We remain steadfast in applying the valuable lessons gleaned from our collective experiences as family physicians in Richmond. Your participation in Division endeavours is not only appreciated deeply, it is essential to every aspect of our work.

It is an honour to advocate for our **320 members**, and to highlight the numerous achievements of the past year:

- **We recruited 22 community longitudinal family physicians** into Richmond: the highest number of FPs recruited in one year since 2015, enabling attachment for more than 27,500 patients.
- **Membership has grown by 10.34 per cent.**
- **We hosted 24 learning and social events.**
- The new Primary Care Network governance structure led to the **revitalization of the Richmond Collaborative Services Committee.**
- We **recruited six LTCI physicians**, created new systems, and achieved greater efficiencies.



*Richmond Division of Family Practice
Board Chair Dr. Angela Shen*

- **We increased MOA event participation by 44 per cent**, with overall MOA engagement climbing by 22 per cent through strengthened relationships with 172 MOAs in 62 Richmond clinics.
- **We shifted to an upgraded headquarters**, which allows us to deepen relationships with our Vancouver Coastal Health partners both through physical proximity and by offering office space to PCN clinicians when needed.



Farewell with thanks to Dr. Barry Koehler

The Richmond Division expresses most sincere gratitude to Dr. Barry Koehler for his invaluable contributions to our Board of Directors. Dr. Koehler's wisdom, dedication, and vision during his five years on the Board have left indelible marks on our organization, and his presence will be deeply missed. While we bid him farewell, we also celebrate the legacy he leaves behind, and the countless lives he touched through his leadership.

Dr. Koehler, may your future endeavours be marked by continued successes and fulfilment. Thank you for your unwavering commitment to the family physicians of Richmond. We wish you all the best in your next chapter.

Message Continues

MESSAGE

FROM THE BOARD CHAIR (CONT.)

Welcome Christine Brodie to the Board

Christine Brodie has enjoyed a long career as an educator and educational consultant for the Richmond School District while honing her skills in Board leadership and governance.



Christine's dedication to community involvement has been marked by Board and committee service in the past including for the Richmond Caring Place Society, Richmond Family Court Committee, Coast Capital Savings, Credit Union Central of B.C., and The Co-operators Group Limited.

Christine is currently a member of the Rotary Club of Richmond Sunrise, Director of both Richmond Hospital Foundation and Kwantlen Polytechnic University Foundation. Professionally, she is training Educational Assistants in Richmond School District.

We are grateful and delighted to learn from and to work with the very talented Christine Brodie. Please join us in welcoming her to the Richmond Division Board of Directors.

Looking ahead

On behalf of the Board, I am thrilled to share the culmination of our efforts to crystallize the Division's strategic direction for the next five years (2024–29).

During our annual strategic retreat, we dedicated time to refresh and sharpen the organization's Mission, Vision, and Core Values. These new statements offer clarity and serve as a robust foundation to foster sustainable growth and influence.

I extend heartfelt gratitude to my fellow Board members for their unwavering dedication to crafting these cornerstones that we proudly unveil today (below).

Our achievements as a Division would not be possible without the dynamic and collaborative spirit of our incredible Operations team that fuels ongoing work for our Members. On behalf of the Board and this team, I invite you to celebrate with us as you explore our many successes through the **Bridge Builders**, **Problem Solvers**, and **Game Changers** found throughout this exciting 2023–24 Annual Report.

With sincere thanks,
Dr. Angela Shen

OUR REFRESHED DIRECTIONS.

OUR MISSION

To support and advocate for Richmond Family Physicians.

OUR VISION

A vibrant community of connected and engaged Family Physicians.

OUR VALUES

Impactful:

Adding value for our members and their patients.

Influential:

Leading health care improvements.

Innovative:

Being better and doing better.

WE ARE
**PROBLEM
SOLVERS**



WE ARE
**BRIDGE
BUILDERS**



WE ARE
**GAME
CHANGERS**



YOUR SUPPORT TEAM.

RDFP Board of Directors

Dr. Angela Shen, *Board Chair*
 Dr. Lisa Nakajima, *Vice-Chair*
 Christine Brodie, *Secretary*
 Diane Bissenden, *Treasurer*
 Dr. Michael Frey, *Director at Large*
 Dr. James Lu, *Director at Large*
 Dr. Cheryl Nagle, *Director at Large*



Back (L to R):

Dr. Lisa Nakajima, Dr. Cheryl Nagle, Christine Brodie, Dr. James Lu

Front (L to R):

Diane Bissenden, Dr. Angela Shen, Dr. Michael Frey



Back (L to R):

Jenny Chow,
 Katie Van Nguyen,
 Kerri Creamer,
 Juliana Mafforte,
 Jorge Hernández,
 Stephen Mah,
 Sean Canasa,
 Sam Zhang,
 Ailin Chen,
 Donna Liu

Front (L to R):

Sonya Narayan,
 Monica Kumar,
 Gurvinder Kaur,
 Jennifer West,
 Diana Lizardo,
 Anetta Stankowski,
 Nicole Carlin

RDFP Operations Team

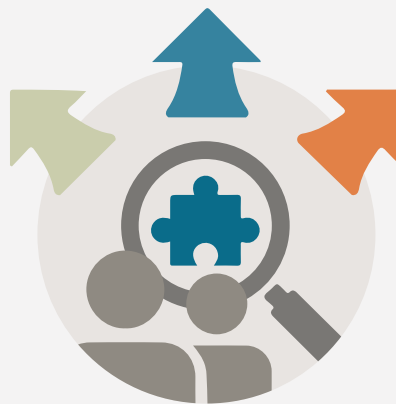
Jennifer West, *Executive Director*
 Sean Canasa, *PCN Community Link Worker*
 Nicole Carlin, *Administrative and Events Lead*
 Ailin Chen, *Program Coordinator*
 Jenny Chow, *PCN Administrative Coordinator*
 Kerri Creamer, Jr. *Program Coordinator*
 Jorge Hernández, *Program Lead*
 Gurvinder Kaur, *PCN Administrative Coordinator*
 Monica Kumar, *Administrative Coordinator*

Donna Liu, *Communication Coordinator*
 Diana Lizardo, *PCN Administrative Coordinator (Attachment)*
 Juliana Mafforte, *Program Coordinator*
 Stephen Mah, *Technology Coordinator*
 Sonya Narayan, *PCN Administrative Lead*
 Anetta Stankowski, *Program Lead*
 Katie Van Nguyen, *Financial Manager*
 Sam Zhang, *Data Analyst*



**SCAN TO
Contact
the Team**

WE ARE PROBLEM SOLVERS.



WE ARE PROBLEM SOLVERS.



Membership

We welcomed **33** new members and provided **21** one-to-one Orientation sessions that helped practitioners to set up their practices in Richmond and to deliver better health care.



L to R: Richmond Division program lead Anetta Stankowski chats with Dr. Christina Sun, Dr. Angela Jennings, and Dr. Mandeep Saran at the 2022-23 AGM.

Membership at a Glance:



320
total
members
[March 31/24]

Our membership grew by **10.34 per cent** compared to the previous year.

33 new members
have joined

22

Full Members

11

Associate Members

21

New Member
Orientations
were conducted.

Other Highlights:

- We added the Noakes Maternity Clinic, Business Pathways, and the Practice Support Program (PSP) to the New Member Orientation.
- We created a third after-hours call group to support one of Richmond's large clinics.
- We supported members to log in and explore the new RDFP website.

Most
requested
member
supports

- IT/technology setup
- PCN Orientation
- Opening, maintaining, and closing a practice

2

New Member Social Events

were held in April and October 2023 and attracted **11 new FPs** for networking, and fun.



WE ARE PROBLEM SOLVERS.



New Division Website

We launched our new website richmonddivision.ca as the primary information source for members, MOAs, patients, and community partners about the Division, practice supports and resources, and the evolving health system.



Website Highlights:

Features:



- ✓ Extensive tools for patients
- ✓ PCN login access to gallery of PCN teams
- ✓ Modern, simplified, logical **navigation**
- ✓ Secure FP and MOA **member portals**
- ✓ Streamlined **workflows via forms**
- ✓ Clear and **upfront details** about the Division and its purpose
- ✓ Clear **information** about the Richmond PCN and provincial leadership
- ✓ Connection to **recruitment tools** for health care jobs

Streamlined workflows via forms include:

- **Contact Us** form (delivered to appropriate inboxes)
- MOA Network **Orientation Booking Request**
- MOA Network **Request for Cross-Coverage**
- Member Involvement **Interest Indicator**
- Newsletter Submission **Guidelines and Uploader**



Soft launch highlights:

We extended invitations to participate in the soft launch to make improvements with feedback from:

- All Board members
- 15 physician leadership partners
- 11 MOA leadership partners
- 71 Richmond PCN partners



467 active users explored the site within one month of launch.

WE ARE PROBLEM SOLVERS.



Long-term Care Initiative

We recruited **6** LTCI physicians to replace an equal number of outgoing FPs, and **increased long-term care bed coverage by 2%** (from 701 to 713 beds).



Other Highlights:

- We formalized the **LTCI Orientation and Onboarding Program** for new LTCI physicians, which includes mentorship and resources such as contact directories and on- and off-site clinical lists.
- We advocated for and gained approval from the B.C. Ministry of Health for **Return of Service (ROS) IMGs to participate in the LTCI**. This expanded opportunity has allowed us to recruit one IMG physician into the LTCI already; another is preparing to join in Fall 2024.



SCAN TO
Learn More
About LTCI

Long-term care has been a part of my practice since I started working as a family physician in Richmond in 2007. Over the years, I am enjoying it more and more.

I find that it offers such a unique perspective into patient lives: we work closely with the patients and their families to provide the best care when they are in such a vulnerable state.

Two years ago, I assumed the position of Physician Lead at Minoru Residence. Our entire team has made some significant changes to the way care

is being delivered to result in improvements in patient care.

Since the beginning, the Richmond Division has been instrumental in supporting long-term care through initiatives such as the recruitment, retention, and support of long-term care physicians.

As we enter a new phase in the payment model for LTCI work, things will continue to evolve and I am grateful for the Division's continued support of Richmond long-term care physicians, now and in the future.

Dr. Adam Chang,
LTCI Physician Lead, Minoru Residence

Joining the Long Term Care Initiative has allowed me to provide continuous community medicine for the residents of Richmond.

Looking ahead, my hopes for the future of long-term care in Richmond are high.

I envision a future where every resident receives personalized care that enhances their quality of life, that promotes autonomy, that ensures dignity, and that fosters trust in families.

To future physicians considering joining this important initiative, I offer words of encouragement. Your contribution to long-term care is not just about medical expertise; it's about empathy, compassion, and a commitment to improving the lives of vulnerable individuals.

By joining us, you'll be part of a movement that is reshaping the landscape of long-term care.

Dr. Edward Fang,
LTCI FP at Minoru Residence and Rosewood Manor



Dr. Adam Chang (L) and Dr. Edward Fang (R) discuss the Richmond Long-term Care Initiative (LTCI) in the front garden of Minoru Residence

This year, our patients received their vaccines right at the onset of flu season and delivery was exceptionally smooth. **It spared us having to leave clinic duties to collect vaccines**, which was a particularly valuable service considering vaccine pickups coincide with the clinic's busiest hours.

Hoda Abougareed,
Medical Office Manager,
Wellness First Medical Clinic



WE ARE PROBLEM SOLVERS.



Flu Vaccine Campaign

We expanded our role significantly, collaborated with Richmond Public Health, received an **18% increase in influenza vaccine orders** with an **11% increase in doses ordered**, and funded a specialized courier service to facilitate a **700% increase in total vaccines delivered to member clinics**.

2023 Campaign Highlights (a year of firsts):

- The first flu season campaign where the Richmond Division led the processes of confirming clinic participation, coordinating communication, updating order forms, testing a new workflow, and evaluating the campaign.
- The first collaboration between the Richmond Division, Richmond Public Health, and MST Logistics (MediTran) to distribute vaccines to Richmond family practices.
- The first time that all Richmond longitudinal practice immunizing clinics received their first allotments of influenza vaccine doses on the same day (October 6, 2023).





Provincial IT Tools Access Project

We increased the number of clinic-based family physicians enrolled in:

CareConnect

from 57 to 131
[82 PER CENT OF TOTAL CLINIC PHYSICIANS]

PharmaNet

from 17 to 82
[52 PER CENT OF TOTAL CLINIC PHYSICIANS]

76%
of Richmond Clinics were registered by RDFP.

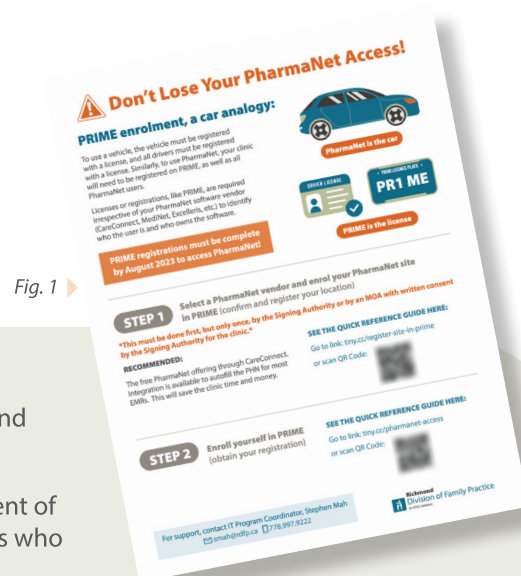
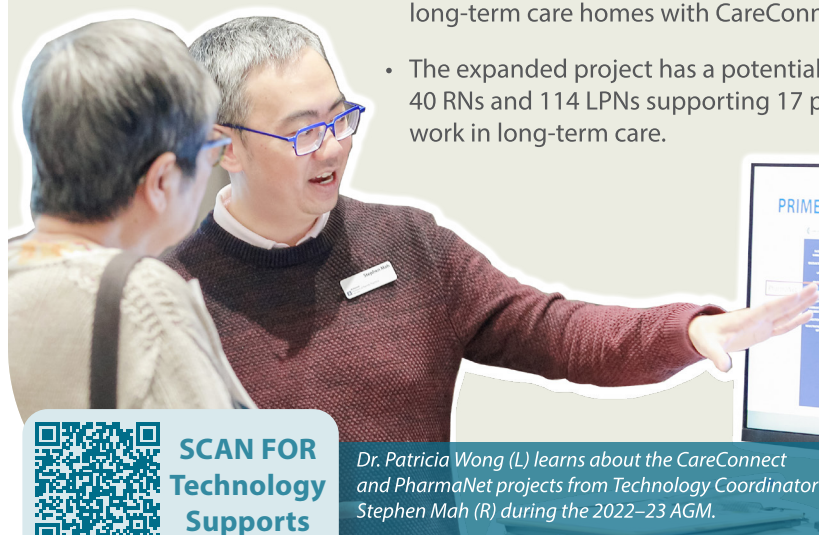


Fig. 1

Other Highlights:

- The project expanded to register four Richmond long-term care homes with CareConnect.
- The expanded project has a potential enrolment of 40 RNs and 114 LPNs supporting 17 physicians who work in long-term care.



SCAN FOR
Technology
Supports

Dr. Patricia Wong (L) learns about the CareConnect and PharmaNet projects from Technology Coordinator Stephen Mah (R) during the 2022–23 AGM.

- We also supported clinics and family physicians in registering with PRIME in order to maintain existing or to enable new PharmaNet access. (Fig. 1)



I really appreciate the Division's help to get my clinic set up with CareConnect and PharmaNet. **Now, I can access my patients' immunization, hospitalization, surgical/operative, and investigation/lab records** even without their old chart from a former GP. I can also confirm if my patients are getting the medications that I prescribe.

Dr. Tai Wai (David) Fung,
Dr. David Fung Family Practice and LTCI FP at Rosewood Manor

WE ARE BRIDGE BUILDERS.



WE ARE BRIDGE BUILDERS.



Physician Recruitment

We recruited **22** community longitudinal family physicians into Richmond: the highest number of FPs recruited in one year since 2015, enabling attachment for more than **27,500** patients.



SCAN FOR
Recruitment
Website

Other Highlights:

- We created a website to support recruitment into Richmond health care jobs: richmondhealthcarejobs.ca
- We developed clinic profiles for 51 family practices to strengthen our ability to attract and recruit qualified candidates.
- The Division has become an active member of the new regional Return of Service Working (ROS) Group, which has allowed us to secure more IMGs for our community, to strengthen our partnerships with ROS programs, and to advocate on behalf of our members.

24 applications received for Richmond FP jobs:

22

are now working as permanent longitudinal family physicians in Richmond.

12

of the 22 recruited FPs launched practices under the new LFP payment model

6

of the 22 recruited FPs launched practices under the PCN-NTP contract payment model

To validate Richmond's FP locum pool, we contacted 28 FP locums who have a history of working in Richmond: seven are still active locally; three were available for early 2024.





Preceptor Program

We launched the Richmond Preceptors Group to promote a teaching and mentoring environment in Richmond, with 9 Richmond FPs participating in the first cohort.

Other Highlights:

- RDPF partnered with UBC to host *A Day in the Life of a Preceptor*, a 10-month, five-module certificate program focusing on teaching strategies for family medicine preceptors.
- The series (Sept 2023–June 2024) allowed FPs interested in teaching to connect within a community setting, to exchange teaching tips, and to learn useful information and skills from program facilitators.
- The nine FPs who completed the course earned 36 MainPro+ credits.
- The Preceptors Program is a step in establishing Richmond as a robust and thriving teaching and mentoring community.

The next Richmond Preceptors cohort will start their program in September. Contact us to enrol.



Preceptor training has inspired Dr. Ashita Dutta to consider how her practice at Blundell Family Practice can better accommodate learners.

I am so glad that I undertook the UBC preceptor course hosted by RDPF, as I am feeling more confident in taking on future learners. In group discussions, I was able to learn from other's successes and difficulties, and we built on past experiences with specific case scenarios. I have already thought about changes I can make to my practice to better accommodate future learners, such as adjusting my schedule and providing a learner-friendly layout and orientation, along with ways to best incorporate learners in the exam room. Considering how much I gained for the time required for the course, I would definitely recommend it to future preceptor cohorts.

Dr. Ashita Dutta,
Longitudinal family physician, Blundell Family Practice

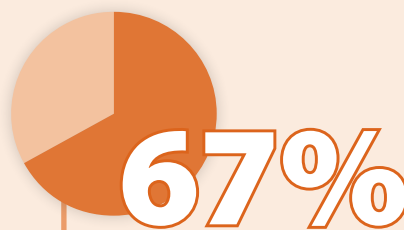
◀ Richmond's first cohort of preceptors in 2023–24 has been working through the five-module UBC course, *A Day in the Life of a Preceptor*, enhancing their skills to mentor the physicians of tomorrow. (L to R) Dr. Kevin Chao, Dr. Katiuska Saldana, Dr. Dhvani Dhaduk, Dr. Lisa Nakajima, Dr. Ashita Dutta, Dr. David Li, Dr. David Jung, Dr. Iman Abou-Gareeb, Missing: Dr. Amy Chen



Networking + CME Events

We increased our offerings of educational events this year by more than 26% for a total of **24**:

- FP Clinical Pearls 19, 20, 21, and 22
- PCN Connections Event
- PQI and PSP Quality Improvement Initiatives
- FP and MOA First Aid Training
- Reducing ED Transfers (LTCI)
- Navigating and Responding to Difficult Interactions (MOA Network)
- Meet the Practice Support Program Team (MOA Network)
- May and October Outreach Weeks
- New Richmond Division Office Open House
- April and October New Member Socials
- FP and MOA Summer Socials
- FP and MOA Winter Socials



of our FP membership
is engaged with our events



of those attended
more than one event



Other Highlights:

- **We added one more** offering to our roster this year to total four of the always popular **Clinical Pearls** events.
- **New venue:** We hosted our Summer Social event with **119 members and their families** enjoying a Vancouver Canadians baseball game together at Nat Bailey Stadium.
- **New venue:** Our Winter Social at the Olympic Oval attracted **24 members** to enjoy the Olympic Experience with simulators, challenges, and iconic stories from the archives.



Practice Management Project

We developed a four-phase guide for physicians who are opening, managing, closing, or retiring from their practice.



4 family physicians
are preparing
to open a new clinic
in 2024–25

92 family physicians
are managing their clinics



"I liked the social aspect of the Member Social event. **I had an opportunity to chat with some family doctors I hadn't seen in years**, and it was nice that our families could attend."

Dr. Julian Fung,
FP at WELL Health Richmond Oval B

"The venue for the Member Winter Social exceeded my expectations. It was **a very collegial atmosphere to facilitate connections.**"

Dr. Hua (David) Deng,
FP at Anne Vogel Clinic

FP Family Summer Social: Vancouver Canadians Baseball at Nat Bailey Stadium



Dr. Adam Chang and his family with
Technology Coordinator Stephen Mah



Dr. Katsiuka Saldana and family



Dr. Manoj Singhal and family



Dr. Hua (David) Deng

FP Winter Social: the Olympic Experience at the Richmond Oval



Dr. Sharon Fong

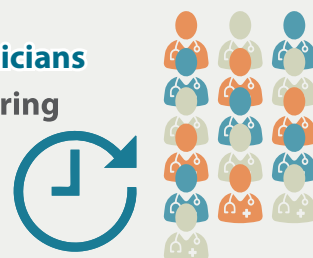


(L to R) Dr. Alope De, Olympic Oval staff member,
and Dr. David Fung explore Olympic simulations



1 family physician
is interested
in selling their
practice

16 family physicians
are considering
retirement
between
2024–26





Biannual Outreach Weeks

We established a regular rotation of clinic outreach weeks in May (Physician Appreciation) and in November (MOA Appreciation), visiting **63** member clinics to express gratitude to **159** FPs and **215** MOAs. We delivered tokens of appreciation and essential program updates and resources from the Richmond Division and Richmond PCN.

Other Highlights:

- We conducted **Clinic Profile Surveys** to gain deeper insights into member clinics and to improve Division service delivery in alignment with clinic needs.
- We applied this new clinic data to enhance Division **staff orientations** and to strengthen **FP/NP/office staff recruitment**.
- We invited members to get involved in important initiatives such as:
 - » **FP Recruitment Strategies (Fig. 1)**
 - » **The LTCI (Fig. 2)**
 - » **The PCN Connections event that showcased PCN Occupational Therapists, Chronic Disease Management Nurses, and Social Workers (Fig. 3)**
- We promoted practice supports including access to the Richmond **PCN Allied Health Professional** clinicians and enrolment support for **CareConnect** and **PharmaNet**.
- We invited member MOAs to join the **MOA Network**.
- We promoted **member benefits** and **invited non-members** in member clinics to join the Division.
- We provided patient-facing materials to clinics:
 - » **Health Connect Registry cards** to help patients find a primary care provider
 - » **Community Link Service brochures**





Jenny, Elida Medical Centre MOA



Kristal, WELL Health (Cambie) MOA



L to R: Quizzy (MOA), Maria (MOA Lead), and Pamela (MOA) from Terra Nova Medical Clinics



Ailin Chen (left, Program Coordinator) and Stephen Mah (right, Technology Coordinator) prepare MOA appreciation packages for the Richmond Division's November 2023 Outreach Week.



Jessy (left, Clinic Manager) and Diana (right, MOA) from Coppersmith Medical Clinic

MOA Appreciation Outreach Week fun

Our members rely on their hardworking MOAs and clinic staff, and the Richmond Division is delighted to dedicate its November outreach activities to honouring them.

WE ARE GAME CHANGERS.



WE ARE GAME CHANGERS.



SCAN TO
Learn About
the PCN

Richmond Primary Care Network

We increased the number of referrals received to PCN Allied Health clinician services by **38%** since to last year, and are adapting to meet provider needs while innovating to support the community.

Other Highlights:

50%

of our FP members referred patients to the Richmond PCN in 2023: a 12 per cent increase compared to 2022.

The Nov 2023 PCN Connections event showcased PCN Chronic Disease Management Nurses, Occupational Therapists, and Social Workers in an educational and networking forum with Richmond family physicians that resulted in increased PCN service referrals.



We created the **PCN Working Group** with integrated primary care providers providing leadership and advocacy for PCN processes and initiatives.



We re-launched the **PCN Pharmacist program**, which is now staffed fully with one primary care pharmacist per PCN. Pharmacists are also working more closely with our primary care providers, which has resulted in more referrals.

PCN Pharmacists now receive **referrals from hospital Pharmacists** upon patient discharge from Richmond Hospital.



The Primary Care Network section of the new Richmond Division website allows for one **centralized online platform to share PCN information.**

The Richmond PCN has expanded its **Group Education Sessions**, which allow patients the chance to learn prevention and management skills in a supportive environment. Group Education is a cost-effective alternative that benefits a larger portion of the population without increasing PCN wait times significantly. Many sessions are available in multiple languages.

Referral to PCN services becomes light in tunnel for multiple crash victim

Patient feels the MSP-funded PCN physiotherapy she accessed through her FP is essential to recovery

It's a tale nearly impossible to imagine, but Richmond resident Judy Graham's life had to take a 180-degree turn since suffering not one, but six car accidents since 2017.

"In every accident, my vehicle was at a complete stop," says the former oil and gas industry project manager who was forced into early retirement due to severe neck and leg pain.

"I travelled a lot for the job, and was on job sites wearing steel-toed boots and hard hats and climbing on rocks, but it became tough," says Graham. "Because retirement was forced on me, I wasn't ready for it and was really quite sad, but I knew I had to stop."

Graham's family physician, Dr. Lisa Nakajima, felt physiotherapy could help and referred her to a series of MSP-funded PCN sessions at Garratt Wellness Centre.

"Doctor Nakajima is an absolute Godsend to me, says Graham. "I am so blessed to have her as my doctor. I always try and listen because she is always right."

Determined to heal, Graham took her physiotherapy program seriously and worked hard to master the weight and balancing exercises outlined for her. "The difference was phenomenal. It did remarkable things for me," she says.

Graham has exhausted her initial allocation of funded sessions but has re-applied, and hopes to see her favourite therapist again.

"He is the most amazing person ever," she says, with a tear in her eye about PCN physiotherapist Paulo Macapagal. "He is so kind and compassionate, and really encouraged me. He gave me a whole lot of hope that I will get better. I can't say enough about him."

Always excited for the visits, Graham was inspired to demonstrate how hard she was working at home.

"I always looked forward to it, loved seeing him, and left feeling so great and wondering how I got this lucky," she

"Access to this treatment has been life-saving. I couldn't afford physio otherwise. The program is incredible, and a huge necessity for elderly people."

Judy Graham, Richmond Resident



PCN Physiotherapist Paulo Macapagal guides Richmond patient Judy Graham in a routine using training stairs at Garratt Wellness Centre.

says, "I miss him terribly and can't wait to go back, because I know he is going to help with this pain."

"Having access to this treatment has been life-saving,"

she says. "And it being offered at no cost? That's huge. I couldn't afford physio otherwise. This program is incredible, and such a necessity for elderly people. I am ever so grateful."

Since experiencing the benefits first-hand, Graham hopes that all Richmond family physicians adopt referrals to

PCN services for their patients and understand what an important impact they are having on real lives like hers.

WE ARE GAME CHANGERS.



PCN Community Link Worker

Connecting patients to life-changing support

Sometimes, it's a few new walking buddies, delivery of fresh veggies, a volunteer opportunity, or someone to help with taxes that turns a life around.

Richmond's PCN Community Link Worker connects your patients to special services throughout our community, and it's having a profound impact on their ability to thrive. Patients are reporting improved physical and emotional well-being, social connections, and ease of navigating essential systems. This program, sometimes known as social prescribing, has received more than 200 referrals since the program started in October 2022.



Anthony Yip reviews the attendance sheet before teaching his weekly Digital Literacy for Seniors Class

Volunteer gig translates to awards, fulfilment for stroke survivor

Community Link connections have led to renewed pride

Anthony Yip travelled the world for his management job in IT with the global inter-banking company Swift. That all changed in 2016 when a stroke cost him not only his ability to communicate, but also his whole career.

"I lost everything," he says, able to speak again now after years of hard work. "I lost my work, lost all of my friends, lost everything." Despite several attempts through WorkBC, Yip says nobody would hire him. "I didn't want to give up, and I didn't want to do nothing. This is very important."

Luckily, Yip's family physician Dr. David Fung referred him to PCN Clinical Counsellor Shirley Lai and PCN Social Worker Athina Lai. Upon assessment, these PCN clinicians looped Community Link Worker Sean Canasa into Yip's circle of care.

"Sean and Athina have helped me a lot. They are always calling me, reminding me to go someplace, helping me in so many ways to learn how to help myself."

Yip still carries the original list of volunteer roles that Sean had printed for consideration. One of those jobs relied on Yip's IT experience and seemed a perfect fit. For the past year, he has been visiting Connections Community Services weekly to teach seniors how to use various technology and devices in the Digital Literacy

Program for Seniors.

"It is a way that I can still help people," says Yip.

Yip's skills and dedication have garnered attention. Richmond Mayor Malcolm Brodie presented him with the nomination-based U-Roc Award from the City of Richmond as an Asset Champion for Community Support, and he was interviewed by Chris Yuen on Radio AM1470.

Beyond connecting him to this role, Canasa supported Yip with the application process including a criminal record check, and aligned him with exercise programs and educational workshops at the Richmond Stroke Recovery Centre.

"I invite doctors to send more patients to Sean because he is so kind, and because so many people need this kind of support," says Yip. "Without him, many people wouldn't know how to find out these things."



Anthony Yip is presented with the City of Richmond U-Roc Award by Mayor Malcolm Brodie for his volunteer dedication.



In the year they have been working together, Community Link Worker Sean Canasa has formed a strong bond with Anthony Yip.

Other Highlights:

- Beyond providing direct client care, the Community Link program has become a respected platform for collaboration, outreach, advocacy, and engagement with other many community organizations throughout Richmond.
- 100+ client outreach appointments were completed in the community, many of them with life-changing results.
- The Community Link program is scheduled to deliver several community workshops about the PCN, accessing care, finding a family doctor, and accessing community exercise programs. Workshops are booked with SUCCESS Richmond, the South Arm Community Centre Seniors Program, and the Richmond Community Respiratory Program.



**SCAN TO
Learn More
About CLW**

Community Link Outreach & Partnerships

Through our Community Link Worker, the Richmond Division and Richmond Primary Care Networks have had the opportunity to develop strong relationships with key community partners throughout Richmond.

- **DemScape (collaboration between SFU and the City of Richmond):**
 - » **World Café on Dementia-Friendly Neighbourhoods:** We contributed insights at this session to help guide future development of dementia-friendly neighbourhoods in Richmond.
- **City of Richmond:**
 - » **Activate! Positive Aging Fair:** We operated a booth to provide information to Richmond residents and community organizations about the PCN and how to access services.
 - » **Seniors Strategy 2023–33:** We participated in working group sessions to share trends, insights, and recommendations based on Community Link program experience in order to help forecast the needs of seniors.
- » **2018–23 Community Wellness Strategy:** We provided content for the wellness strategy report about Community Link program status, development, and impact on Richmond residents.
- » **Community Services Connectors Pilot Program:** We provided input to support workshop development.
- » **Connections Events:** We distributed Community Link materials at ongoing *Snacks and Facts* and community services pop-up events.
- **The Kehila Society of Richmond:**
 - » We delivered an in-person presentation to the society's seniors about accessing PCN services, the Community Link Program, and how to find a family doctor
- **The Seniors Centre at Minoru Centre for Active Living:**
 - » We shared community resources about Minoru Seniors programs with PCN clinicians.
- **Richmond Family Place Pre-natal & Early Years Program:**
 - » We discussed potential collaborative opportunities and ways our Division could support the new initiative that would provide non-medical pre-natal support.
- **Richmond Public Library:**
 - » We discussed potential collaborative opportunities to support both library programs and Community Link clients.
- **Self-Management BC:**
 - » We shared resources and workshop information to Community Link clients, PCN clinicians, and other community groups.



International Medical Graduates (IMGS) and Return of Service Programs in Richmond

Through close collaboration with regional ROS programs, we have become more influential, have been able to advocate for both IMGs and FP members to meet their needs and expectations, and have strengthened our role with recruiting candidates.



Division helped make Richmond home

Settlement support is key for family physicians coming from abroad

It's been just one year since Dr. Osa Olayemi launched her practice in Richmond, but already she and her kids say they are home.

Originally from Nigeria, Olayemi graduated from the University of Benin before relocating to Ghana to complete her family physician training. After practicing family medicine in Ghana for more than a decade, she turned her attention to Canada and was able to start working through the exams required for the Practice Ready Assessment (PRA-BC) program while still practicing abroad.

"I felt that Canada would offer a better life for the kids," she says, having had a few classmates already settled here. "I wanted them to experience a society where they are free to do what they want to do, and where the system supports them in every aspect, such as in health care and education."

Olayemi landed in Canada in time to complete her Clinical Field Assessment in North Vancouver, where she was also introduced to long-term and urgent care.

"I was happy that Vancouver Coastal Health linked me with the Richmond Division," she says, adding that the Richmond recruitment team was quick to present clinics and start the matching process.

"I wanted a place where I could fit in, that supported my style of practice, and where I could call home," she says. "I like to be happy going to work and to have a cordial relationship with the people in the clinic. I think that's what I found at MegaFu."



Dr. Osa Olayemi reviews charts in her office at MegaFu Medical, where she matched one year ago after completing the Practice Ready Assessment (PRA-BC) program.

Olayemi also appreciated the settlement links and resources on the Division website, which helped her to register her two younger kids in school.

"The Division gave me quite a lot of support," she says. "Not everyone who did the PRA-BC with me were as lucky as I was to have had that kind of support."

On top of her regular practice, Olayemi is already serving as a long-term care physician at Pinegrove Place, has joined the Division's IT Working Group, and works with the RAP program to fill her patient panel. "I am in Richmond, so I should try to serve this population," she says.

The whole family has integrated quickly into life in Richmond. The kids have made friends, play soccer, hang out at the mall, and protest loudly at any jokes about taking them back to Ghana. Olayemi loves playing basketball with her son, walking, and window shopping, and is hoping to join a dance class.

"I got selected into Richmond, but I'm glad I came to Richmond," she says. "I am happy."

Other Highlights:

5

IMGs were recruited to Richmond in 2023:

3

through the UBC St. Paul's Hospital/Coastal program

2

through the PRA-BC program



REGISTER your clinic's interest by contacting recruitment@rdfp.ca

The Richmond Division manages clinic-physician matching for PRA-BC.

The Recruitment Team will contact you to begin the process.

In 2023, the Practice Ready Assessment of British Columbia (PRA-BC) program increased the annual number of eligible candidates.

Richmond now participates in two cohorts per year, allowing more IMGs to integrate into our community and provide longitudinal family practice.

Drawing on my extensive involvement with the Richmond Division and the PRA-BC program, I am honoured to provide insights about FP recruitment and Return of Service programs.

As a participant in the inaugural session of the PRA-BC program in 2015 and subsequently having served as an assessor/supervisor since 2021, I have collaborated closely with the Division and supported new IMG candidates to contribute to our vibrant community. Through these experiences, I have witnessed first-hand the transformative impact these programs have on cultivating a sense of belonging while addressing health care disparities in underserved regions. As experienced FPs, it is incumbent upon us to mentor and integrate the next generation, ensuring continuity and excellence in patient care. I am fully committed to supporting these initiatives with our Division and eagerly anticipate their continued success.

Dr. Jie Bai,
Medical Director, MegaFu Medical Clinic



WE ARE GAME CHANGERS.



MOA Network

We achieved a notable increase of **44%** in MOA event participation this year, with overall MOA engagement climbing by **22%** through strengthened relationships with **172** MOAs in **62** Richmond clinics.



SCAN TO
Learn More About
MOA Network



Other Highlights:

September's **Navigating and Responding to Difficult Interactions** event was very well received:



48
attendees

highest attendance since 2020



35
inquiries to support
MOA recruitment from

25 clinics

5 MOA
events

with an average of

43 attendees

A streamlined application form now makes it easier for new MOAs to join the MOA Network and to enjoy Division benefits.

Provided HR support for clinic recruitment process.

During the Division's **November Outreach week**, we commemorated MOA Appreciation by delivering **215** gift packages with thank you cards to all MOAs throughout **62** Richmond clinics.



We have had increasingly positive experiences with the MOA Network. When MOAs first join our clinic, they can be unsure of what to expect. If they are new, or not Richmond residents, the acclimatization period can be more challenging.

The MOA Network is a welcoming resource that helps MOAs get their feet wet: they can familiarize themselves with the community through first-hand connections and the MOA Minute newsletter.

Getting a site visit and check-in from the friendly Division staff can be a significant perk that promotes employee retention and increases job satisfaction. My MOAs really enjoy the little visits and the little signs of appreciation they receive.

Ashley Jordan,
Clinic Co-Manager/LPN, WELL Health Medical Centres (Cambie/Steveston)

WE ARE GAME CHANGERS.



Richmond Rapid Read and MOA Minute Newsletters



SCAN FOR
Newsletter
Guidelines

An average of **222** FP members and **116** MOAs read one of our two curated bimonthly newsletters that contain Richmond Division and local health-related news, events, resources, and support.

Other Highlights:

*Richmond
Rapid Read*



issues published

Average
Open Rate **= 75%**

(up from 71 per cent last year)

Average
Click Rate **= 17%**

(up from 16 per cent last year)

*Richmond
MOA Minute*



issues published

Average
Open Rate **= 77%**

(up from 69 per cent last year)

Average
Click Rate **= 21%**

(up from 20 per cent last year)

***Open rate** reveals how many recipients opened the newsletter, while **click rate** indicates the number who clicked on links within it.

WE ARE GAME CHANGERS.



Gratitude to our Committees and Working Groups

As of March 31, 2024

We extend heartfelt gratitude to all committee members for your exceptional dedication and invaluable contributions. Your commitment to excellence and tireless efforts are driving meaningful progress and achieving significant milestones. Together, we have made a profound impact, and your collective expertise has been indispensable. Thank you for your unwavering dedication to making a difference.

Collaborative Services Committee

The Richmond Collaborative Services Committee (CSC) facilitates collaborative efforts among partners to address clinical health and wellness issues with a focus on patient care outcomes. The partners work together to understand community priorities and to develop innovative clinical activities, ensuring continuous quality improvement in patient care. Additionally, the CSC supports partners in addressing gaps in patient care and understanding their role in supporting quality improvement.

Dr. Angela Shen, RDFP Board Chair
(CSC Co-Chair)

JoAnn Tait, VCH, Vice President,
Richmond Community
(CSC Co-Chair)

Dr. Aleco Alexiadis, VCH Richmond,
Senior Medical Director

Sarbi Auja, VCH, Director, Mental
Health & Substance Use,
Community Geriatrics and
Outpatient Rehabilitation

Dr. Esther Booth, Richmond Hospital,
Dept. Head, Family Practice

Dr. Meena Dawar, VCH Richmond,
Medical Health Officer

Andy Day, VCH, Executive Director,
Regional Primary Care, Operations
Director, Richmond and Vancouver

Yogeeta Dosanjh, VCH, Director,
Primary Care Implementation

Fran Hopkins, DoBC, Primary
Care Transportation Partner,
Engagement and Quality
Improvement, Vancouver Coastal
Region

Dr. Ki-Sun Kim, RDFP, FP
Representative

Angie Martinez, VCH Richmond,
Operations Director, VCH Long-term
Care and Assisted Living

Jennifer West, RDFP, Executive Director

Gratitude to our Committees and Working Groups

As of March 31, 2024 (CONT.)

IT Committee

This group works to identify solutions:

- to enhance IT infrastructure and security and confidentiality of patient information
- to assess emerging technologies
- to foster collaboration and information exchange among Richmond Division of Family Practice members regarding IT practice.

Project Examples: EMR solutions, CareConnect/PharmaNet efficacy

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

LTCI Quality Improvement Working Group

This group works on long-term care processes and access to LTC tools and resources that improve safe, quality health care delivery.

Project Examples: Long-term care physician onboarding and mentorship program

Dr. Justin Hsu, LTCI Physician Lead & Rosewood Manor Medical Coordinator (Co-Chair)
Angie Martinez, VCH, Richmond Operations Director of Long Term Care & Assisted Living (Co-Chair)
Dr. Howard Chang, VCH, Richmond Long Term Care Medical Director
John Con, Resident Representative
Dr. Parm Brar, Hamilton Village Residence Medical Coordinator
Novies Echon, Hamilton Village Residence Director of Care
Dr. Annie Song, Richmond Lions Manor Medical Coordinator
Alice Chan, Richmond Lions Manor Operations Initiative Lead
Dr. Adam Chang, Minoru Residence Medical Coordinator
Jas Gill, Minoru Residence Operations Initiative Lead
Karima Kassam, Rosewood Manor Director of Care
Dr. Luke Tse, Pinegrove Place Medical Coordinator
Laarni Piczon, on behalf of Niamh Breen, Pinegrove Place Director of Care
Dr. Mandeep Saran, Fraserview Residence Medical Coordinator
Avril Taylor, Fraserview Residence Director of Care
Lisa Stewart, VCH, Executive Director of Quality & Safety
Ella Huang, VCH, Richmond Quality Lead
Jennifer West, RDFP, Executive Director
Anetta Stankowski, RDFP, LTCI Program Lead
Juliana Mafforte, RDFP, LTCI Program Coordinator

LTCI Steering Committee

This committee provides direction and strategic planning for the Long Term Care Initiative (LTCI). Divisions of Family Practice work with Health Authority partners to design and implement local solutions that deliver quality dedicated MRP services for patients in long-term care homes.

Continues in next column

Project Examples: Beyond Care Event: Reducing LTC ED Transfers, LTC Home Bed Distribution and Best Practice Expectation Reporting

Dr. Howard Chang, VCH, Richmond Medical Director of Elder Care
Dr. Justin Hsu, RDFP, LTCI Physician Lead
Angie Martinez, VCH, Richmond Operations Director, Long Term Care and Assisted Living
Juliana Mafforte, RDFP, Program Coordinator
Anetta Stankowski, RDFP, PMH Program Lead
Jennifer West, RDFP, Executive Director

MOA Working Group

This working group identifies educational, networking, recruitment, and quality improvement opportunities that support Richmond family practice medical offices. Planning for MOA supports and resources reflects feedback from both the Working Group and from the wider MOA Network.

Project Examples: Flu vaccine distribution, First Aid training.

Emma Chatel, MOA
Jessy Flores, Clinic Manager
Nicole Huang, Clinic Manager
Maria Matsumura, MOA Lead
Eileen X, Clinic Manager
Hongjian Yang, Clinic Manager

Pathways Working Group Physician Leads

This team provides local Pathways leadership by providing direction on opportunities for improving referral pathways, Shared Care, patient education, and clinical and community resource directories for providers and patients.

Project Examples: Pathways Community Service Directory

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

PCN Steering Committee (2023–24)

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.

Andy Day, VCH, Executive Director, Primary Care and Chronic Disease Management (Co-Chair)
Dr. Angela Shen, RDFP, Physician Lead PCN 2 and RDFP Board Chair (Co-Chair)
Jennifer West, RDFP, Executive Director (Co-Chair)
Dr. Alexandros Alexiadis, VCH, Co-Senior Medical Director
Dr. Meena Dewar, VCH, Medical Health Officer, Richmond
Yogeeta Dosanjh, VCH, PCN Director of Implementation
Dr. Angela Jennings, Richmond Division of Family Practice, Physician Lead PCN 3

Continues in next column

Dr. Cheryl Nagle, Richmond Division of Family Practice, Physician Lead PCN 1
Richard Sison, Ministry of Health, PIO Regional Manager
Michelle Sims, VCH, Nurse Practitioner, Director of Regional Department of NPs
Dr. Christina Sun, Richmond Division of Family Practice, Physician Lead PCN 3
Jo-Ann Tait, VCH, Vice President, Executive Lead, Community Services Home Health
Deborah Turner, Patient and Family Representative

PCN Working Group

A group of Richmond primary care providers that works collaboratively:

- to identify opportunities for improved access to PCN clinical services
- to provide better patient and provider experiences
- to elevate patient and provider awareness of PCN services
- to review PCN communication processes
- to provide feedback on existing health care resources available in our community

Dr. Pavandeep Badh, Community FP
Bal Kooner, VCH Clinical Operations Supervisor
Paul Padda, Community NP
Dr. Angela Jennings, Community FP
Jorge Hernández, RDFP-PCN Representative
Linda Leung, Community NP
Sonya Narayan, PCN Administrative Lead
Dr. Cheryl Nagle, Community FP
Anetta Stankowski, RDFP-PCN Representative
Dr. Angela Shen, Community FP
Dr. Sina Sharifpour, Community FP
Dr. Lidya Sanjaqli, Community FP
Mark Ventura, Community NP
Jennifer West, RDFP Executive Director
Yogeeta Dosanjh, VCH Director Primary Care Implementation

Preceptors Group

This partnership between the UBC Department of Family Practice and the Richmond Division includes a 10-month preceptor preparation course. Modules are structured to reflect typical teaching situations found within a community-based office. Physicians learn skills to mentor and teach other physicians, with a platform to share their experiences so that our community of family medicine providers can learn together.

Dr. Ashita Dutta, Community FP (FP Lead)
Dr. Iman Abou-Gareeb, Community FP
Dr. Amy Chen, Community FP
Dr. Kevin Chao, Community FP
Dr. Dhvani Dhaduk, Community FP
Dr. David Jung, Community FP
Dr. David Li, Hospitalist
Dr. Lisa Nakajima, Community FP
Dr. Katuska Saldana, Community FP
Jorge Hernández, RDFP-PCN Representative

2023–24 PRE-AUDITED Financial Statement

STATEMENT OF FINANCIAL POSITION

As of March 31, 2024

Assets

Current

Cash	\$496,209.10
Contributions receivable	
Prepaid expenses	\$7,598.72
GST recoverable	\$42,802.31
Equipment	\$17,876.00

Total Assets \$564,486.13

Liabilities

Accounts Payable and Accruals	\$219,513.38
Deferred Contributions	\$344,972.75

Net Assets \$564,486.13

SUBMITTED BY THE FINANCE COMMITTEE



Diane Bissenden
Treasurer



Dr. Cheryl Nagle
Director at Large



Dr. James Lu
Director at Large

STATEMENT OF OPERATIONS

As of March 31, 2024

Revenues

Infrastructure	\$849,228.00
Collaboration funding	\$34,456.00
Long-term Care Initiative	\$338,744.68
PMH/PCN Physician Engagement	\$281,949.00
Primary Care Network	\$899,013.00
Attachment Mechanism	\$125,000.00
Minor Tenant	\$52,033.64
Maternity	\$25,000.00
Physicians Integration & Retention	\$55,000.00
Bank Interest	\$680.45

Total Revenues \$2,661,104.77

Expenses

Administration	\$35,459.14
Amortization	\$8,130.49
Contingencies	\$2,229.60
Directors Fees	\$105,128.34
Facilities	\$60,527.95
Human Resources	\$475,255.70
Project Support	\$97,244.16
Meetings and Events	\$37,144.78
Pathways	\$3,754.18
Professional Fees	\$15,800.00
Long-term Care Initiative	\$246,061.95
Supplies and Equipment	\$13,882.25
Office expenses and travel	\$714.13
FPs Sessionals	\$83,990.94
Physicians Integration & Retention	\$73,325.72
PMH/PCN Physician Engagement	\$246,152.03
PCN Management	\$427,222.22
PCN Administrations	\$284,256.63
PCN Change Management	\$62,019.13
PCN Overhead	\$135,568.25
PCN Governance	\$67,136.76
PCN Attachment	\$124,872.93
PCN Minor Tenant Fund	\$52,033.64

\$2,657,910.92

MAKE YOUR MARK:

Calling All RDFP Members

Shape Richmond's medical community
through the Richmond Division

Join the committees that interest you:

City of Richmond & Richmond Division

Exploring collaborative
opportunities to enhance
the medical community

Health Emergency Management

Supporting family practices
to mitigate, prepare for,
respond to, and recover from
the impacts of emergencies

Information Technology

Identifying technology
to improve business operations
and patient care
(beyond fax machines)

Physician Engagement

Sharing ideas to enhance
physician learning
and social events

Pathways

Providing leadership
and direction for the local
Richmond **PathwaysBC.ca**



SCAN TO
Let Us Know
Your Interest

[RDPevents.checkbox.ca/
rdfpcommittees](https://RDPevents.checkbox.ca/rdfpcommittees)

- ✓ 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, Səlilwətaʔ (Tsleil-Waututh), and Coast Salish First Peoples on whose traditional and unceded 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 Indigenous, 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

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

richmonddivision.ca

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