

2024–25 Impact Report



Richmond
Division of Family Practice
An FPSC Initiative

More Voice. More Impact.



Inside.

Recruiting Physicians to Long-term Care | Optimizing Your Family Practice | Voices Shaping the Richmond PCN
Surge in Clinic Interest for Recruitment Strategies | Becoming a Preceptor | QI Funding Available | Partnering with the City

We are a professional association that champions Richmond's Family Physicians.

We amplify their collective voice, strengthen their community, and support them in leading initiatives that improve our local health system.



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.

OUR MEMBERSHIP

Our membership
grew by 10%
since last year.



262

Full
Members

90

Associate
Members

352

Members as of
March 31st 2025

Do you know Richmond Family Physicians who are not yet members? Membership comes with valuable benefits. Encourage them to join.

richmonddivision.ca/physicians/become-a-member

Advocacy.

We advocate on behalf of our members at key decision-making tables that result in tangible improvements for our health system.

This year, we strengthened our relationship with Vancouver Coastal Health as co-leads of the Richmond Primary Care Network. As partners on the Collaborative Services Committee, we have taken great strides in tandem with leaders from our Health Authority to effect change.

The impact of our work extends across the province, as we share our members' voices with the Ministry of Health, Doctors of BC, the Family Practice Services Committee, and the First Nations Health Authority to develop local solutions that can serve as models for other communities.

Our advocacy work is grounded in **the six key focus areas in this chart**, and relies on an expanding network of members, partners, and patients to create change.

Member Engagement p. 7-16

We foster member connections, understanding, and knowledge-sharing

SharedCare Projects

Member Wellness Support

Website with Member Portal

Simple Text Notifications

Bi-weekly Member Newsletters

After-hours Call Groups

Health Emergency & Safety Management

Pathways BC Richmond Directories

Patient Attachment Program

Patient Education

Richmond Primary Care Network p. 21-23

We strengthen community health with care, expanded capacity, and enhanced patient care

Member Learning and Development p. 27-28

We advance member knowledge through education and professional development

Webinars

Trade Shows

In-person Seminars & Workshops

WE ARE GAME CHANGERS



WE ARE PROBLEM SOLVERS



WE ARE BRIDGE BUILDERS



Clinical Support p. 17-20

We empower Family Physicians with the tools, networks, and resources to provide efficient, patient-centred care across Richmond's health care system

Clinic Operations Support

Long-term Care Initiative (LTCI)

MOA Network

Vaccine Delivery

Peer Networking

Member-led Committees

UBC Preceptorship Program

Return of Service Programs (UBC SPH & PRA-BC)

System Navigation

New Member Networking

Recruitment p. 24-26

We forge creative recruitment pathways to attract Family Physicians to Richmond, and support members to integrate into local practices, navigate available resources, and build fulfilling careers.

Recruitment Website

Physician Conference & Fair Exhibitors

New Member Onboarding

Tools & Resource Navigation

We support members through all stages of their careers to navigate systems and resources.

Practice Transitions p. 29-30

This report shares stories from the past year about how, by working together, we've **strengthened our voice** and deepened our impact.

MORE VOICE. MORE IMPACT.

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Our Areas of Focus:

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LEGEND

Dive into this *Impact Report* to explore exciting developments in our work during the past year. We use these icons to highlight how this work aligns with our commitments to you:



**WE ARE
GAME
CHANGERS**



**WE ARE
PROBLEM
SOLVERS**



**WE ARE
BRIDGE
BUILDERS**

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

▶ Look for these orange boxes for ways to learn more or get involved.

Your 2024-25 Board of Directors.



The Richmond Division of Family Practice Board of Directors: [clockwise from left] Christine Brodie, Secretary; Dr. Michael Frey, Director at Large; Dr. Angela Shen, Board Chair; Dr. James Lu, Treasurer; Dr. Lisa Nakajima, Vice-Chair; and, Dr. Cheryl Nagle, Director at Large.

Welcoming a new Director



A warm welcome to Dr. Christina Sun as she joins the Richmond Division of Family Practice Board of Directors in June 2025. Dr. Sun brings valuable experience and a strong commitment to collaborative, community-based care. We're excited to have her voice at the table as we continue to support and strengthen family practice in Richmond.

Deeply rooted in Richmond's medical community, our Board of Directors is passionate about improving patient outcomes, advancing team-based care, and supporting physician wellness. This team ensures strong fiscal stewardship, and advocates for sustainable, community-centred health care. Their leadership drives our efforts to adapt and evolve health care systems in ways that are responsive to both provider and patient needs.

► To explore opportunities with the Richmond Division's Board of Directors, email support@rdfp.ca.

Just as the radar reflector at Richmond West Dyke helps to guide ships steadily in the Strait of Georgia, the Richmond Division of Family Practice serves as a trusted guide for Family Physicians—navigating challenges, representing their interests, and enhancing patient care in our community.

Message from the Board Chair.

Introducing the 2024–25 Impact Report: More Voice. More Impact.

Dear Members, Partners, and the Community of Richmond,

As I reflect on my time as Board Chair, I am incredibly proud of what we have accomplished together. This **2024–25 Impact Report: More Voice. More Impact.** brings to life the powerful stories of our members, and the difference they are making every day. It's a vivid reminder that the value Family Physicians bring to our community and health system is not just measurable, it is also deeply meaningful.

This year marks an important transition for the Richmond Division of Family Practice. Having fulfilled my mandate as Chair, I am honoured to pass the leadership to Dr. Lisa Nakajima, whose experience, insight, and commitment will guide the Division into its next chapter. To ensure continuity and to support the Board's ongoing work, I will remain involved in a **Knowledge Keeper** role for the coming year.

Throughout this *Report*, you'll see how the Richmond Division is helping to transform data into action by advocating for system improvements, supporting Physician wellness, and investing in the capacity of Family Physicians to lead care in our communities. These stories reflect the essence of our work: amplifying the Physician voice and deepening our impact.

Thank you for your dedication, your trust, and your shared commitment to improving primary care in Richmond. It has been a privilege to serve as Chair, and I look forward to seeing the Division continue to grow and thrive.

Warmly,



Dr. Angela Shen
Board Chair
Richmond Division of Family Practice





Outgoing Board Chair Dr. Angela Shen passes the baton to Dr. Lisa Nakajima, who assumed her role as Board Chair in June 2025.

Message from the Incoming Board Chair.

In some Indigenous cultures, *Knowledge Keepers* are respected leaders who preserve and share ancestral wisdom through stories, ceremony, and language, ensuring the continuity of Indigenous identity and knowledge across generations.

Looking Ahead: Strengthening our Voice and Impact

Dear Members, Partners, and the Community of Richmond,

It is a privilege to step into the role of Board Chair for the Richmond Division of Family Practice. I want to thank Dr. Angela Shen for her outstanding leadership, which has helped us to build a strong and unified voice for Family Physicians in Richmond. I'm grateful that she will continue to support our work in her new role as Knowledge Keeper.

This year's **Impact Report: More Voice. More Impact.** illustrates how we're bringing our data to life through stories. The stories of real Physicians making a difference in the lives of patients, and of the Richmond Division enabling that difference at every step of the way.

From system advocacy to peer supports, from the MOA Network to Physician engagement, the Richmond Division's work continues to

reflect the real and lasting value that Family Physicians bring to our health care system.

As we look ahead, I'm inspired by what's possible when we listen to Physicians, support their leadership, and work collaboratively across sectors so that together, we can provide excellent patient care.

We can continue to shape a system that works better for everyone.

Sincerely,

Dr. Lisa Nakajima
Incoming Board Chair
Richmond Division of Family Practice

Your Richmond Division Operations Team.



MEMBER ENGAGEMENT (p. 7-16)

Our Richmond Division team works collaboratively across multiple areas. To help connect you to the right person, we've listed each team member by their primary focus. More details about their work are shared throughout this *Impact Report*.



Jennifer West
Executive Director

"I am a bridge builder, problem solver, and game changer. I provide strategic leadership, operational excellence, and financial stewardship."



Donna Liu
Communication Coordinator

"I keep you informed, engaged, and connected."

CLINICAL SUPPORT (p. 17-20)



Anetta Stankowski
Program Manager,
Clinical & Practice Supports

"I bring new opportunities and effective solutions to family practices."



Ailin Chen
Program Coordinator,
MOA Network & Pathways

"I unite and empower MOAs to build efficient practices."



Stephen Mah
Project Coordinator,
Technology

"I engage strategically with stakeholders to optimize technology integration."

RICHMOND PRIMARY CARE NETWORK (p. 21–23)



Jorge Hernández
Program Manager,
Primary Care Network (PCN)

"I empower Family Physicians to expand their clinic's capacity."



Monica Kumar
Operational Supervisor,
Primary Care Network (PCN)

"I align operations with leadership to ensure consistent performance and to drive success."



Sean Canasa
PCN Community Link Worker

"I facilitate equitable access to community programs for patients."



Jennifer Vong
PCN Attachment Coordinator

"I help establish the initial connection between patients and providers."



Christopher Villamayor
PCN 1 (West)
Administrative Coordinator

"I coordinate streamlined health care through administrative work within the PCN."



Allie Cheng
PCN 2 (City Centre)
Administrative Coordinator

"I provide administrative support to clinicians and ensure seamless coordination for patients."



Diana Yang
PCN 3 (East)
Administrative Coordinator

"I manage schedules and documentation to ensure smooth transitions between patients and providers."

RECRUITMENT (p. 24–26)



Kerri Creamer
Program Coordinator, Recruitment

"I connect skilled resources and eliminate recruitment barriers."

MEMBER LEARNING & DEVELOPMENT (p. 27–28)



Nicole Carlin
HR Business Partner
and Special Projects Manager

"I manage events, operations and human resources."

PRACTICE TRANSITIONS (p. 29–30)



Juliana Mafforte
Program Coordinator, Membership
& Long-Term Care Initiative (LTCI)

"I help you to navigate the local medical community."

NUMBERS (p. 31)



Katie Van Nguyen
Finance Manager

"I am the money person."



Sam Zhang
Data Analyst

"I turn numbers into stories."

Message from the Executive Director.

From Data to Impact: Stories That Matter



Executive Director Jennifer West takes office regular Rufus for a stroll near City Hall.

“Family Physicians add immeasurable value to our community and to our health care system, and our team exists to make their work easier, more effective, and more fulfilling.”

JENNIFER WEST
Executive Director
Richmond Division of Family Practice

Dear Members, Partners, and the Community of Richmond,

Each year, we measure our progress and evaluate our outcomes. This year, we focused on bringing the data to life. Behind every chart, number, and key performance indicator (KPI) is a story of connection, care, and community impact.

Our 2024–25 *Impact Report* highlights the real people (Family Physicians, patients, and partners) who are making primary care stronger in Richmond.

At the Richmond Division of Family Practice, we are proud to support Family Physicians in the vital role they play in our lives. They are often the first call, the steady presence, and the advocate for their patients. They add immeasurable value to our community and to our health care system, and our team exists to make their work easier, more effective, and more fulfilling.

This year, the Richmond Division continued to show up as bridge builders, as problem solvers, and as game changers. Whether investing in clinical process optimization, strengthening the MOA Network, launching new initiatives, or planning high-impact education events, we’ve grounded our work in operational excellence and in fiscal responsibility.

Beyond the metrics, what stands out most is the human impact that we have helped to make possible.

Thank you for walking alongside us. We are excited to keep building **together** a stronger future for primary care in Richmond.

In partnership,

Jennifer West
Executive Director
Richmond Division of Family Practice

Member Engagement.

Wearing many hats:

Committee work boosts Physician impact on Richmond's health system evolution

Since opening her family practice in 2016, Dr. Angela Jennings has become a driving force in Richmond's health care transformation.

Participation in five committees provides one member with diverse perspectives.

As co-director of Coppersmith Medical Clinic, she balances a busy clinical schedule with active participation on five key committees, including the *PCN Steering Committee*,

the *PCN Working Group*, the *Pathways Steering Committee*, the *IT Committee* and the *Health Emergency and Safety Management Committee*.

"The Richmond Division has a real interest in Physician voices," she says. "It's really nice to be involved at different levels outside of my day-to-day practice."

With the strong support of the Richmond Division of Family Practice (RDFP), Dr. Jennings has found space to contribute meaningfully beyond the clinic.

"Most of the committees meet on a quarterly basis, so the time commitment is not too onerous for Physicians to participate," she says. "I do find it has been a really positive experience to be involved."

Her involvement has led to real improvements—from streamlining referral forms to helping enhance transparency on *Pathways*.

"It's nice to see that our feedback is valued and that improvements are happening," she says.

Dr. Jennings emphasizes that Family Physicians play a vital role, both in delivering care and in shaping the systems that support it.

"If you feel strongly about something, committee work is a good route to influence and shape things," she says.

"The Richmond Division is very supportive," she adds. "It's a great way to work with like-minded people to improve our local community."

▶ To explore ways to have an impact by getting involved in the Richmond Division, visit our website or email support@rdfp.ca.



Coppersmith Medical Centre's Dr. Angela Jennings participates in five Division committees that all help to shape the future of health care.

"If you feel strongly about something, committee work is a good route to influence and shape things. I have found it to be very rewarding."

DR. ANGELA JENNINGS
Family Physician
Coppersmith Medical Centre



Member Engagement.

→ We foster member connections, understanding, and knowledge-sharing

Richmond Division members work in many capacities to create solutions that strengthen primary care. Physician-led committees guide us to provide initiatives, services, events, and resources that meet the needs of our local family practice community.

We launched four new committees in 2024: the *IT Committee*, the *Health Emergency and Safety Management Committee*, the *Physician Engagement Committee*, and the *City of Richmond Committee*. We established the *Journal Club*, and strengthened our communication tools to better connect with members.

MEMBER WELLBEING



Practice-based Physician journal club is boosting connection & wellbeing



Our new practice-based *Journal Club* is providing a safe, collegial space to discuss real patient cases, to address practice gaps, and to stay current with the latest in medical research. The facilitated, small group program is designed by the Foundation for Medical Practice Education and is certified by the College of Family Physicians of Canada. It offers CME credits, promotes meaningful discussion, and helps members to enhance their skills within a supportive professional community.

→ To join the next cohort of the *Journal Club* in February 2026, email info@rdfp.ca.

(Left to Right): Specialist psychiatrist Dr. Shao Hua Lu, and Family Physicians Dr. Jie Bai, Dr. Erica Luong, Dr. Angela Shen (seated), Dr. Dhvani Dhaduk, Dr. Grace Kwok, and Dr. Amundee Sandhu take part in a lively discussion about patient care in the Richmond Division's new accredited, facilitated *Journal Club* that offers CME credits and practice-based professional development.



Family Physician Dr. Cheryl Nagle relaxes for a moment of calm with a cup of tea and a book during a busy day at Steveston Medical Clinic.

CBT event teaches skills to combat burnout

 This year's interactive *Let's Talk Wellness* event offered Richmond Physician members the chance to explore CBT skills in mindfulness, mental health, and wellbeing. It also gave participants a taste of an eight-week version that has been designed exclusively for Family Physicians.

96%

expect the workshop will have a positive impact on their health and wellbeing

► The Richmond Division and Mind Space offer an eight-week virtual training program in Cognitive Behavioural Therapy (CBT) exclusively for Richmond Family Physicians. The program is designed to help members manage stress, navigate challenges, and integrate CBT techniques into their practices.

The next session is scheduled for October 2025. Space is limited. Connect with Jennifer West by emailing jwest@rdfp.ca to save your virtual place.

COMMUNICATION

Online drug resource added to member benefits after survey

 This year, integrating *RxFiles Academic Detailing* into our member benefit package was the direct result of overwhelming feedback from members in a *Rapid Read* poll. Securing this powerful Canadian online drug resource as a new and valued asset for members is a tangible reminder of how these surveys transform your feedback into action.

Richmond Rapid Read

The Richmond Rapid Read is the Richmond Division's bi-weekly e-newsletter, with important information about upcoming events, news, and updates from the Richmond Division of Family Practice and our partners.



Past Editions

05/01/2025 - Richmond Rapid Read - May 1st, 2025
04/17/2025 - Richmond Rapid Read - April 17th, 2025
04/03/2025 - Richmond Rapid Read - April 3rd, 2025
03/20/2025 - Richmond Rapid Read - March 20th, 2025

Member surveys can be found in the *Richmond Rapid Read*, published in the Member Portal of our website and delivered every two weeks to members by email.

► Send feedback and news items for consideration in future editions. Scan for Submission Guidelines:



Attendance spikes with text alerts

 When the Richmond Division introduced SMS text notifications and reminders in a push to boost engagement, the results were immediate. This simple tool triggered a 13 per cent drop in event no-shows, meaning that valuable resources, time, and funding are being used more efficiently. Members are more informed, participation is up, and community members have reported appreciating the reminders and feeling more engaged.

► Share your mobile number to stay connected:



13%

decrease in event no-shows since text alerts launched

Member Engagement.

The Power of Our Expanding Network



WE ARE
**BRIDGE
BUILDERS**

Our growing impact is driven by the many **Physicians, partners, patients, funders, and community stakeholders** who are increasingly stepping into leadership roles. With our support, they are working hard to solve challenges in Richmond's health system.

Join us in our gratitude and appreciation for their commitment to improving patient care.

► **Your voice matters. To share your perspectives and impact Richmond's health system evolution by joining Committees or Working Groups, email support@rdfp.ca.**

This year, we took great strides in a strengthened partnership with our Vancouver Coastal Health counterparts.

Collaborative Services Committee

The Collaborative Services Committee (CSC) brings together representatives from the Richmond Division of Family Practice, Vancouver Coastal Health, and the Ministry of Health to co-design new ways of working together.

The CSC facilitates collaborative efforts to address clinical health and wellness issues by focusing 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. The CSC also supports partners to address gaps in patient care and to understand their role in supporting quality improvement.

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

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

Dr. Alexiadis Alexandros, VCH
Richmond, Senior Medical Director

Nikko Asistio, VCH, Operations
Director, Primary Care and Chronic
Disease Management, Richmond
Community of Care

Sarbi Aujla, 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

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

Fran Hopkins, DoBC, Regional
Primary Care Transformation Partner
Vancouver Coastal Partnerships
& Collaboration

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

Michelle Poon, VCH, Clinical
Operations Manager, Richmond
Primary Care

Jennifer West, RDFP, Executive
Director

NEW THIS YEAR

Physician Engagement Committee

The Physician Engagement Committee represents Physician interests, promotes collaboration, and leads Richmond Division Physician engagement activities and initiatives to meet member needs.

Dr. Amundee Sandhu, Community FP (Chair)

Nicole Carlin, RDFP, HR Business Partner & Special Projects (Co-Chair)

Dr. Iman Abou-Gareeb, Community FP

Kerri Creamer, RDFP, Program Coordinator

Dr. David Deng, Community FP

Dr. Dhvani Dhaduk, Community FP

Dr. Tracy Lee, Community FP

Dr. David Li, Community FP

Juliana Mafforte, RDFP, Program Coordinator

Dr. Christina Sun, Community FP

Dr. Teri Tien, Community FP

Jennifer West, RDFP, Executive Director

Our Physician Engagement Committee brings member Family Physicians together to ensure that our initiatives meet member needs.

83%

spike in Physician-led Richmond Division committees this year

MORE INFO: P 22-23

PCN Steering Committee

The PCN Steering Committee guides the evolution of Richmond's PCN, bringing together strategic insights from Physicians, Health Authority leaders, and community partners. United in a shared commitment to comprehensive, longitudinal care, this team supports the transition from implementation to sustainability—responding to local needs and working together to improve patient outcomes.

Dr. Angela Shen, RDFP, Physician Lead PCN 2 and RDFP Board Chair (FP Convenor Co-Chair)

Andrew Day, VCH, Executive Director, Regional Primary Care, Operations Director, Richmond and Vancouver (Co-Chair)

Jennifer West, RDFP, Executive Director (Co-Chair)

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

Nikko Asistio, VCH, Operations Director, Primary Care and Chronic Disease Management, Richmond Community of Care

Dr. Meena Dawar, VCH, Medical Health Officer, Richmond

Jorge Hernández, RDFP, Program Manager

Fran Hopkins, DoBC, Regional Primary Care Transformation Partner Vancouver Coastal Partnerships & Collaboration

Dr. Angela Jennings, RDFP, Physician Lead PCN 3

Monica Kumar, RDFP, Operational Supervisor

Dr. Cheryl Nagle, RDFP Director at Large, Physician Lead PCN 1

Michelle Poon, VCH, Clinical Operations Manager, Richmond Primary Care

Richard Sison, Ministry of Health, PIO Regional Manager

Michelle Sims, VCH, Nurse Practitioner, Director of Regional Department of NPs

Anetta Stankowski, RDFP, Program Manager

Dr. Christina Sun, RDFP, Physician Lead PCN 3

Jo-Ann Tait, VCH, Vice President, Executive Lead, Community Services Home Health

Deborah Turner, Patient and Family Representative

Strong voices from the Richmond Division, Vancouver Coastal Health, Doctors of BC, the B.C. Ministry of Health, and the community are working together to reshape our Primary Care Network as we transition to sustainability.

Member Engagement.

We help Richmond Family Physicians to lead projects that improve our local health system.

Richmond's Family Physicians can receive funding and operations support to take active roles in initiatives that improve the health system. As frontline providers caring for our community, their voices are essential to designing lasting, effective solutions. It's our job to make sure they are successful.

Our PCN Working Group provides the platform for primary care providers to strategize ways to make it easier for patients to access Primary Care Network clinical services.

MORE INFO: P 22-23

PCN Working Group

The PCN Working group consists of Richmond primary care providers who look for ways to improve access to PCN clinical services. This group reviews PCN communication processes to increase patient and provider awareness about PCN services, and gives feedback about existing community health resources to improve patient and provider experiences.

Dr. Pavandeep Badh, Community FP
Jorge Hernández, RDFP, Program Manager
Dr. Angela Jennings, Community FP
Dr. Cheryl Nagle, RDFP Director at Large, Community FP
Paul Padda, Community NP

Michelle Poon, VCH, Clinical Operations Manager, Richmond Primary Care
Dr. Lidya Sanjaqli, Community FP
Dr. Angela Shen, Community FP
Anetta Stankowski, RDFP, Program Manager
Mark Ventura, Community NP
Jennifer West, RDFP, Executive Director

Our Community Advisory Committee brings patients and community partners together to provide input and to influence PCN program development.

NEW THIS YEAR

MORE INFO: P 22

Community Advisory Group

The Community Advisory Group ensures that the voices of patients and community partners are central to planning and delivering health care services in the Richmond Primary Care Network. This collaborative platform amplifies diverse community perspectives and provides valuable input on PCN plans, programs, and initiatives.

Karen Adamson, Community Member
Sean Canasa, PCN, Community Link Worker
Carol Dickson, RCRG, Manager, Senior Community Support Services
Tanya Fitzpatrick, City of Richmond, Minoru Seniors Centre, Seniors Wellness Coordinator
Jorge Hernández, PCN, Program Manager

David Langer, SMBC, Coordinator
Betty Liang, SUCCESS ICSS, Project Lead
Sheila Rooney, Community Member
Cory Tymich, RCFC, Executive Director
Deborah Turner, Patient Representative
Jennifer West, RDFP, Executive Director

MORE INFO: P 17-18

LTCI Steering Committee

This committee provides direction and strategic planning for the Long Term Care Initiative (LTCI). The Richmond Division partners with Vancouver Coastal Health to design and implement local solutions that deliver quality dedicated MRP services for patients in long-term care homes.

Projects: Long-term Care Physician Onboarding & Mentorship, Long-term Care Physician Continued Learning & Development Events

Dr. Justin Hsu, RDFP, LTCI Physician Lead

Dr. Howard Chang, VCH, Richmond
Long-term Care Medical Director

Juliana Mafforte, RDFP, Program
Coordinator

Angie Martinez, VCH, Richmond
Long-term Care Operations Director

Anetta Stankowski, RDFP, Program
Manager

Jennifer West, RDFP, Executive Director

MORE INFO: P 17-18

Long-term Care Quality Improvement Working Group

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

Projects: Standardized Contingency Medication Lists, Physician Long-term Care Resource Lists, Reducing Long-term Care ED Transfers

Dr. Justin Hsu, LTCI Physician
Lead, Rosewood Manor Medical
Coordinator (Co-Chair)

Angie Martinez, VCH, Richmond
Long-term Care Operations Director
(Co-Chair)

Dr. Parm Brar, Hamilton Village
Medical Coordinator

Niamh Buckley, Pinegrove Place
Director of Care

Dr. Howard Chang, VCH, Richmond
Long-term Care Medical Director

Dr. Adam Chang, Minoru Residence
Medical Coordinator

Alice Chan, Richmond Lions Manor
Operations Initiative Lead

John Con, Resident Representative

Dr. Edward Fang, Richmond Lions
Manor Medical Coordinator

Jas Gill, Minoru Residence Operations
Initiative Lead

Kunye Hu, Clinical Resource Nurse,
Long-term Care Assisted Living
Professional Practice Team

Karima Kassam, Rosewood Manor
Director of Care

Juliana Mafforte, RDFP, Program
Coordinator

Dr. Mandeep Saran, Fraserview
Retirement Community Medical
Coordinator

Anetta Stankowski, RDFP, Program
Manager

Lisa Stewart, VCH, Executive Director
of Quality & Safety

Debora Sutherland, Hamilton Village
Director of Care

Avril Taylor, Fraserview Retirement
Community Director of Care

Dr. Luke Tse, Pinegrove Place Medical
Coordinator

Jennifer West, RDFP, Executive
Director

The co-led Richmond Division and Vancouver Coastal Health LTCI Steering Committee is celebrating a new onboarding and mentorship program for Physicians joining the LTCI.

3

Physicians joined
the LTCI this year.

Our work this year on the Long-term Care Quality Improvement Working Group (with the Vancouver Coastal Health Authority and long-term care home partners) has focused on launching strategies that reduce long-term care resident trips to emergency.

Our MOA Network Steering Committee is helping member Physicians to be successful by supporting their clinic staff with education, resources, and peer support.

Our Pathways Physician Working Group works to strengthen connections between Family Physicians and specialists while streamlining the specialist referrals process.

Our new Physician-led IT Committee has already tackled eForms, EMRs, and AI scribes.

MORE INFO: P 20

MOA Network Steering Committee

This committee identifies opportunities for skill-building, peer mentorship, communication, and quality-improvement to support Richmond family practice medical staff. MOA support and resource planning reflects feedback from Family Physicians and from Richmond's MOA Network.

Projects: *MOA Peer Support, Billing Support, MOA Resources*

Hoda Abougareeb, *Clinic Manager*

Emma Chatel, *MOA*

Ailin Chen, *RDFP, Program Coordinator*

Jessy Flores, *MOA*

Nicole Huang, *Clinic Manager*

Ashley Jordan, *Clinic Manager*

Maria Matsumura, *MOA Lead*

Anetta Stankowski, *RDFP, Program Manager*

Ryan Yang, *Clinic Manager*

Richmond Pathways Physician Working Group

This team provides local direction on referral pathways to specialists, Shared Care, patient education, and clinical and community resource directories for providers and patients.

Project: *Pathways Community Service Directory*

Dr. Allan Horii, *Physician Co-Lead*

Dr. Lisa Nakajima, *Physician Co-Lead*

Sean Canasa, *PCN, Community Link Worker*

Ailin Chen, *RDFP, Pathways Administrator*

Dr. Angela Jennings, *Community FP*

Anetta Stankowski, *RDFP, Program Manager*

Jennifer West, *RDFP, Executive Director*

NEW THIS YEAR

MORE INFO: P 27

IT Committee

This group enhances IT infrastructure and the security/confidentiality of patient information, assesses emerging technologies, and supports collaboration and IT-related information exchange among Richmond Division members.

Projects: *eForms, EMR Communities of Practice, AI Scribes Webinar*

Dr. Angela Jennings, *Community FP (Co-Chair)*

Dr. Christina Sun, *Community FP (Co-Chair)*

Stephen Mah, *RDFP, Technology Coordinator (Co-Chair)*

Dr. Allan Horii, *Community FP*

Dr. Yuan Shen (Sandy) Hu, *Community FP*

Dr. Ki-Sun Kim, *Community FP*

Dr. David Li, *Community FP*

Dr. Cheryl Nagle, *Community FP*

Anetta Stankowski, *RDFP, Program Manager*

Dr. Brenda Tan, *Community FP*

Jennifer West, *RDFP, Executive Director*



Each May during *Physician Outreach Week*, the Richmond Division hits the road to strengthen connections and to appreciate members. Division staff share updates, listen to feedback, and promote opportunities for collaboration. Left, Dr. David Fung at his solo practice receives a visit from Richmond Division staff Program Coordinator Ailin Chen and Data Analyst Sam Zhang.

61

member clinics
visited

188

connections made with
member Physicians

Make plans to engage with Richmond Division staff when they visit clinics during our annual Physician Clinic Outreach week each May.

MORE INFO: P 26

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 in 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. Sharon Fong, *Community FP*
(FP Lead)

Dr. Linda Cabrera, *Community FP*

Dr. Joan Kam, *Community FP*
Jorge Hernández, *RDFP-PCN*
Representative

Our Preceptors Group will begin its third cycle this fall. Together, we are building a strong mentorship culture while supporting recruitment of new Family Physicians to Richmond.

NEW THIS YEAR **MORE INFO: P 8**

RDFP Journal Club

This new Richmond Division initiative brings together a cohort of nine Richmond Family Physicians for a 10-month facilitated program focused on identifying practice gaps using real patient cases. Participants stay current with emerging research, engage in insightful discussions, and cultivate a strong sense of professional community. The highly collegial setting encourages mentorship and networking while supporting Physician wellbeing.

Project: Pathways Community Service Directory

Our Physician Journal Club enables member Physicians to explore real patient cases and to identify practice gaps.

Dr. Amundee Sandhu, *Community FP*
(Facilitator)

Dr. Jie Bai, *Community FP*

Dr. Dhvani Dhaduk, *Community FP*

Dr. David Fung, *Community FP*

Dr. Grace Kwok, *Community FP*

Dr. Erica Luong, *Community FP*

Dr. Lisa Nakajima, *Community FP*

Dr. Angela Shen, *Community FP*

Dr. Rachila Sharma Aucone,
Community FP

Member Engagement.

Our Health Emergency and Safety Management (HESM) Committee is building emergency and disaster response resources, planning educational strategies, and promoting coordination among partners.

NEW THIS YEAR

Health Emergency and Safety Management (HESM) Committee

The HEMS Committee guides Richmond Division development of plans and protocols to prepare Richmond Family Physicians, their clinics, and their families in the event of an emergency or disaster. This team is creating resources, identifying engagement opportunities to educate members, and promoting coordinated emergency response between the City of Richmond, Vancouver Coastal Health, and Richmond family practices.

Projects: *Richmond Family Practice Emergency Contact Lists, Emergency Kit Vendor Lists, SWITCH B.C. Clinic Safety Assessments*

Dr. Teri Tien, Community FP (Chair)
Anetta Stankowski, RDFP, Program Manager (Co-Chair)
Dr. Angela Jennings, Community FP

Monica Kumar, RDFP, Operational Supervisor
Dr. James Lu, RDFP, Director-at-Large
Jennifer West, RDFP, Executive Director

Our connection with the City of Richmond is helping Family Physicians to navigate municipal systems related to opening new practices, integrating primary care clinics into City emergency plans, and contributing to professional development workshops.

NEW THIS YEAR

MORE INFO: P 30

City of Richmond Committee

This committee connects Richmond Division Physicians with city officials for support, planning, and collaboration. The partnership fosters community-driven solutions, helping to improve health care services and resources in Richmond.

Dr. Manoj Singhal, Community FP (Chair)
Juliana Mafforte, RDFP, Program Coordinator (Co-Chair)
Dr. Iman Abou-Gareeb, Community FP
Sean Canasa, PCN, Community Link Worker
Dr. Michelle Chan, Community FP
Kristine Dillague, Doctors of BC, Practice Improvement Coach, Practice Support Program
Dr. Dhwani Dhaduk, Community FP
Dr. Sharon Dodd, Community FP
Dr. Edward Fang, Community FP
Katie Ferland, City of Richmond, Director, Business Services

Dr. Renee Fernandez, Community FP
Jorge Hernández, RDFP, Program Manager
Dr. David Li, Community FP
Carol Anne Mercer, Doctors of BC, Practice Improvement Coach, Practice Support Program
Kelsey Schaeffers, Doctors of BC, Manager Practice Support Service Delivery VCH, Primary & Community Care Transformation
Kim Somerville, City of Richmond, Director, Community Social Development
Jennifer West, RDFP, Executive Director



Clinical Support.

→ We empower Family Physicians with the tools, networks, and resources to provide efficient, patient-centred care across Richmond's health care system

LONG TERM CARE INITIATIVE (LTCI)

The Long Term Care Initiative (LTCI) supports Richmond Family Physicians to build local, scalable, and sustainable solutions that improve the care of patients who live in Richmond's long-term care homes.

Onboarding program upgrade nets three new LTCI Physicians



Efforts to expand the roster of Family Physicians who provide care for residents of Richmond's long-term care homes got a boost this year with an upgraded onboarding program and the addition of Hamilton Village Care Centre within the LTCI umbrella. Emphasizing Physician learning, leadership, and peer support, the LTCI recruitment team conducted five site tours and welcomed three new Family Physicians into the initiative.

The Richmond LTCI is making a real difference by enabling stable Family Physician support in Richmond's six long-term homes. Residents are receiving continuity of care, which eases pressure on the hospital and is creating a strong culture of quality and mentorship.

33-44

average number
of residents cared
for by each
LTCI Physician

121 patients

are being cared
for by the three
new LTCI Physician
recruits

→ Family Physicians enjoy special benefits when they join the Long Term Care Initiative. To explore the program and find out if it's right for you, visit our website or email support@rdfp.ca.



UBC adds Richmond long-term care to medical student curriculum



A new partnership between UBC's Faculty of Medicine and the Richmond LTCI means that second year medical students now have a local long-term care experience integrated into their curriculum. Exposure to Richmond long-term care homes at this early stage supports LTCI recruitment in the future.

Fraserview Retirement Community and Pinegrove Place hosted the first two cohorts of 15-20 students in the fall of 2024. Care home medical and operational leaders introduced the students to long-term care with a tour and overview of the care home, opportunities to connect with residents, and discussions with LTCI Physicians.

Care homes teams are warm, welcoming, supportive environments that students will remember once they are ready to establish their clinical practice.

LONG TERM CARE INITIATIVE (LTCI)

Projects mean more flexibility for LTCI Physicians, less trips to emergency for care home residents



Aligning operational systems, communication, and resources across six care homes in Richmond is central to the Long Term Care Initiative (LTCI) vision. This year's work has focused on supporting Physicians to work seamlessly across sites, and on reducing unnecessary emergency department transfers to help residents remain safe and comfortable in their own care home beds whenever possible.

Fraserview Retirement Community recently led the SBAR (Situation, Background, Assessment, Recommendation) communication project, while Rosewood Manor implemented contingency medication lists, and Pinegrove Place is piloting tools that flag urgent medical imaging requests. Next on the roster are establishing goals of care and a universal EMR for the Richmond LTCI.

▶ To get involved with meaningful LTCI quality improvement projects that improve workflows and care for residents and their families, email support@rdfp.ca.



Collaboration between the Richmond Division, Vancouver Coastal Health (VCH), and local long-term care homes is improving team-based care while implementing strategies to make joining the LTCI more attractive to Family Physicians.



This year's *Beyond Care* workshop was the second in a series helping care homes to uphold resident quality of life, care, and service. The workshop kicked off with a celebration recognizing the work and dedication of Richmond's outstanding long-term care community. VCH Operations Director for Richmond Long Term Care, Assisted Living, Adult Day Programs, Supportive Housing, and Volunteer Resources Angie Martinez joins the Richmond Lions Manor team's Dr. Edward Fang, Medical Coordinator; Alice Chan, Interim Manager; Clinical Operations Supervisors Kulwinder Randhawa and Novies Echon; and, Richmond Community VCH Vice President Jo-Ann Tait to accept a certificate and trophy.

Workshop provides tools to assess care home medications



To support long-term care teams in evaluating antipsychotic medication while providing safe and thoughtful care to patients, this year's *Beyond Care* workshop connected LTCI Physicians and staff with clinical leaders, professional practice expertise, decision-support tools, and strategies for quality improvement.

The event, for teams from six of Richmond's long-term care homes, dovetailed from Richmond Division-VCH QI work to support medical and operational caregivers in refining the use of medications to manage or modify behaviours.

▶ To explore the Richmond LTCI, email support@rdfp.ca for an introduction and long-term care home tour.

CLINICAL OPERATIONS SUPPORT



In 2024 alone, members of the Richmond Division's *After-hours Call Program* managed 53 after-hours calls in 52 weeks, with each practitioner covering approximately three weeks.

➤ To achieve greater work-life balance by joining Richmond's *After-hours Call Program*, contact support@rdfp.ca

After-hours rotation boosts Physician work-life balance



Caring for a community doesn't stop at 5 p.m., and thanks to the Richmond Division's *After-hours Call Program*, neither does patient support.

Eighteen dedicated Family Physicians from 12 clinics are now working on rotation to share after-hours responsibilities. The program is designed to ensure patients receive timely care, while minimizing burnout for doctors due to a healthier work-life balance.

53 calls

were covered by the after-hours group in 2024

3 weeks

average annual duration of coverage by each Family Physician

Flu shot delivery creates time for patient care



Our partnership with Richmond Public Health and MTS Logistics enabled the Richmond Division to coordinate delivery of flu vaccines to 62 Family Physician clinics this year, eliminating the need for busy Physicians or clinic staff to collect them. This increased efficiency translated directly to more time for patient care.

62 clinics

participated in the 2024 flu shot delivery program

13%

increase in clinics included in the flu shot delivery program this year

➤ To streamline access, reduce staff workload, and enhance patient immunization rates, email support@rdfp.ca and register your clinic for the flu vaccine delivery program.

New clinic checklist is A to Z for operations essentials



Navigating the complexities of opening, managing, or closing a medical practice got easier this year for Richmond Physicians. A new checklist, developed within the Richmond Division's *Practice Optimization* project, provides practical guidance for access to essential resources. It can be found in the Richmond Division's new Resource Hub in the Member Portal.

The checklist has also been adopted by Doctors of BC into their resource kit so that it can support Physicians province-wide.

➤ For guidance on opening, managing, improving, or closing a medical practice, email support@rdfp.ca to access the new checklist that is designed to streamline your practice management journey.

MEDICAL OFFICE ASSISTANT (MOA) NETWORK

Industry role paves way for MOA student futures



Career presentations at six local post-secondary schools this year are part of a layered approach that has cemented the Richmond Division as the recruitment hub for local Medical Office Assistants (MOAs).

Program Coordinator Ailin Chen conducts mock interviews with MOA program students and facilitates clinic practicum placements. She also acts as an industry advisor for school program heads by providing clinical insights and feedback on curriculum content.

Clinics are finding qualified staff more easily, and MOAs are better prepared, better matched to clinics, and more likely to remain in a clinic knowing they are bolstered long-term by Division career support.

The Richmond Division's new MOA online recruitment system has also made it easier for MOAs to apply for positions.

28 requests

were received from clinics hiring MOAs. Some qualified candidates were found using the MOA Network's new online recruitment system on the richmonddivision.ca website.



Divisions of Family Practice staff visit Vancouver Community College to explain the roll that Divisions play in supporting MOAs. (Left to right): Vancouver Community College Instructor Loney Forde welcomes Anetta Stankowski and Ailin Chen from the Richmond Division and Cassia Troyer and Camilla Wielunski from the Vancouver Division.

- To hire an MOA, or to contribute feedback for curriculum development, email moarecruitment@rdfp.ca.
- MOAs looking for work in a Richmond clinic can visit the MOA section of our website under Career Opportunities to answer a questionnaire and upload their resume.



Richmond MOAs connect for a memorable winter networking event at the Richmond Division office headquarters.

Richmond PCN Primary Care Network.

Building a strong mind:

Funded mental health counselling was ex-bodybuilder's power move



"I used to think nobody could help me, but that's not true. Even if your English isn't perfect, the PCN has language options. The counselling is really, really awesome."

WENDY KWOK

Patient

Richmond Primary Care Network

When Wendy Kwok returned to Richmond after a painful divorce, she was carrying more than just luggage. She brought home the invisible weight of emotional trauma.

A former professional bodybuilder, Wendy's confidence and joy had quietly unravelled.

The emotional toll was immense, and drove her into a debilitating depression. "I couldn't sleep. I lost my appetite. I felt like trash. I didn't see any value in myself," she says. She was unable to continue the workouts and nutrition program required to compete.

Back in Canada, her Family Physician stepped in, referring her to Richmond's Primary Care Network (PCN) for MSP-funded counselling sessions. "That has been really helpful," Wendy says. "Private counselling would have been expensive."

With her counsellor, Violet, Wendy began to heal. "She always builds me up, and reminds me that it's OK to say no. I didn't even know that was allowed," Wendy smiles. "Now I set boundaries, and I'm much happier."

Despite being raised to conceal her feelings, the sessions have shown her the power of vulnerability. "It's okay to say that you're not okay," she says confidently. "I still work out when I can, I eat clean, and I'm thinking about going back to school. I didn't think I was good at anything—but now I know I'm doing okay."

Wendy knows how important it is for others to hear her story, and hopes they will also ask for help. "I used to think nobody could help me, but that's not true," she says. "There's help. Even if your English isn't perfect, the PCN has language options. Don't be afraid to ask. The counselling is really, really awesome."

Patients are eligible for MSP-funded counselling sessions.

➤ Visit the Richmond Primary Care Network on our website to learn more about MSP-funded services for Richmond patients: richmonddivision.ca/richmond-primary-care-networks



Richmond PCN Primary Care Network.

→ We strengthen community health with team-based care, expanded capacity, and enhanced patient care

The Richmond Primary Care Network (PCN) organizes dedicated teams of allied health professionals to support Family Physicians by providing specialized care based on patient need. Richmond residents can access a wide range of MSP-funded clinician services by referral from their primary care provider.



The new Community Advisory Group meets regularly with Richmond Division PCN staff to highlight ways that PCN services can best support patients in Richmond. (Clockwise from left): Carol Dickson, Richmond Cares Richmond Gives (RCRG); Sheila Rooney, Community Member; Beatrice Cheung, Primary Care Network; Sean Canasa, Primary Care Network; Tanya Fitzpatrick, Minoru Seniors Centre (MSS); Betty Liang, Integrated Community Services for Seniors (ICSS); Jorge Hernández, Primary Care Network; Cory Tymich, Richmond Mental Health Consumer and Friends' Society (RCFC); and Deborah Turner, Patient Representative.

Community groups, patient voices are keys to shaping PCN services



A newly formed *Community Advisory Group* that includes five organizations and two patient partners is amplifying patient voices and ensuring that those directly impacted by our work can help to shape PCN services. With more than 20 community partners now integrated into the Richmond PCN, this year's PCN expansion promises a more responsive, patient-centred health system that truly meets the needs of Richmond residents.

>20

community organization partnerships are now supporting more than 300 patients via the Community Link Program with social and recreational connections and life-management support.

▶ Learn about collaborative opportunities to partner with the PCN to enhance community health. Visit the Richmond PCN section of our website, or email rmdpcn@vch.ca to discover ways we can work together.

Referrals skyrocket with unified referral form, EMR integration



Consultation with the *PCN Working Group* led to a 52 per cent increase in referrals to the Community Link Worker program, which is key to the Richmond PCN's preventative, coordinated, multidisciplinary care model. An updated *Referral Form* integrates the Community Link Worker, works with *Pathways* and EMRs like OSCAR, Juno, MedAccess, MYLE, and Profile, reduces duplication, and streamlines workflows. The new form also allows referrals to multiple services at once. More than half of Richmond clinics are now using the new EMR eForms, which are easier to complete and send, and result in more accurate information.

52%

increase in referrals to the Community Link Worker from Family Physicians

► **Adopt the new PCN Services Referral Form in your clinic by emailing support@rdfp.ca**

The Breakfast Club: Brainstorms are building bonds



A new breakfast series brings together PCN allied health professionals, administrative coordinators, Vancouver Coastal Health, and Richmond Division leadership to improve care transitions, coordination, patient experience, and health outcomes. Early meetings revealed key growth opportunities and laid a strong foundation for collaboration. The series will expand to include primary care providers and aims to strengthen teamwork, invite feedback, and generate solutions through case studies and open discussion.

► **Physicians who would like to attend the PCN Breakfast Series should contact us at rmdpcn@vch.ca.**



Integrating the PCN administrative team into the Richmond Division office this year has strengthened our PCN alliance with Vancouver Coastal Health. Key players in shaping a healthier community, this administrative team (back) Monica Kumar and Chris Villamayor, (front) Allie Cheng, Diana Yang, and Jennifer Vong is vital to managing PCN referrals across all three regions while ensuring that every patient feels valued. By focusing on innovation, they are transforming our processes and enabling us to deliver faster, more effective services.

Patient wait times shrink with added clinical and admin staff



The Richmond PCN's capacity has expanded to full rosters of clinical and non-clinical teams, which has streamlined referrals and slashed wait times for most disciplines. Average patient wait times of seven weeks are 12.5 per cent shorter than last year, with more work underway to accelerate bookings further. These efficiencies are boosting patient satisfaction and access, while allowing Family Physicians to focus on delivering high-quality care and improving community health.

1 week

faster patient wait times for most PCN services

► **Your referrals are vital. While we work to improve wait times, continue to refer your patients, which enables us to provide critical services to our community.**

The Richmond Attachment Program (RAP) receives requests from VCH and community services to attach vulnerable patients

715
patients registered

238
patients attached to an FP/NP

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

6872
patients registered

2297
patients attached to an FP or NP



Recruitment.

→ We forge creative recruitment pathways to attract Family Physicians to Richmond, and support members to integrate into local practices, to navigate available resources, and to build fulfilling careers.

INTERNATIONAL MEDICAL GRADUATES (IMGs)

New clinic options attract Physicians practicing abroad



Richmond welcomed five new Family Physicians in 2024 via the Practice Ready Assessment (PRA-BC) program, which provides a pathway to licensing in B.C. for Family Physicians trained abroad who have at least two years of family practice experience. This level of recruitment success is attributed in part to a 60 per cent jump in local clinics registering as hosts. Clinic enrolment in the program is an essential recruitment strategy that helps the city overall.

It allows Richmond to offer more options to recruits, which enhances its appeal as a top-choice community. Securing host clinic placements that align with candidates' long-term goals increases the likelihood they will establish their practices in Richmond beyond the three-year Return of Service (ROS) requirement.

60%

more clinics were approved by the B.C. Ministry of Health as PRA-BC hosts this year

➤ To register your clinic as a PRA-BC host for the Spring and Fall 2026 cohorts, and to boost capacity for patient attachment in Richmond, email recruitment@rdfp.ca.



Increase in clinics eligible for UBC program means all residents matched with their top choice



This year, a change to the UBC–St. Paul's Hospital return-of-service resident recruitment program allowed prospective recruits to interview with 10 Richmond clinics versus only two last year. The increased choice means that all three residents matched with their number one clinic.

500%

increase in clinics eligible to recruit UBC return-of-service residents compared to last year

Being able to offer so much more selection directly translated to recruitment success, and increases the likelihood of long-term retention in Richmond's medical community.

100%

of residents matched with their first choice in clinics

➤ To learn about becoming a host clinic for UBC resident Physicians, email recruitment@rdfp.ca.

Positive recruitment experience spurs new advocate for PRA-BC program



When Dr. Sharon Dodd first heard about the Practice Ready Assessment-BC (PRA-BC) program, she wasn't sure it was the right fit for her clinic. "I was hesitant at first," she admits. "I wanted to make sure an internationally trained Physician would provide a high standard of care to patients in our province, without having gone through a Canadian residency program."

But with her clinic actively seeking new doctors, the Richmond Division of Family Practice stepped in to help. "The recruitment team thought a PRA-BC Physician could be a good fit for my needs," says Dr. Dodd. "They helped with the application, provided candidate lists, arranged interviews, and facilitated the match. They were ready for me."

Now a strong advocate for PRA-BC, Dr. Dodd is also serving as a Clinical Field Assessor for the program. She's currently evaluating a Physician who arrived in Canada with 18 years of practice. "Within the first week, I knew this Physician was very experienced and knew what he was doing," she says.

"Patients are even asking where

this Physician will be practicing. They are enjoying his care, and there is such a great need."

The PRA-BC program is rigorous—candidates must have run their own family practice abroad for at least two years. "So much of our expertise comes from experience," Dr. Dodd explains. "These Physicians exude confidence, both with patients and with the assessors."

The candidate who matched to Dr. Dodd's clinic is currently completing her clinical field assessment elsewhere, and is expected to join the team in September. Dr. Dodd has already expressed interest in PRA-BC recruitment again. "It's a tried and tested method," she says. "My experience has been extremely positive, well supported, and the program consistently selects Physicians who are highly competent and experienced."

Programs like PRA-BC—paired with strong operational support from the Richmond Division—are key to nurturing effective recruitment pathways, addressing community needs, and ensuring high-quality care for patients today and for years to come.

"It's a tried and tested method of recruiting a Physician. My experience has been extremely positive, well supported, and the program consistently selects Physicians who are highly competent and experienced."

DR. SHARON DODD
Family Physician
Live Well Medical Centre

► To consider recruitment options for your clinic, such as the PRA-BC and UBC return of service programs, email recruitment@rdfp.ca.

Recruitment.

Recruitment team members from B.C. Divisions of Family Practice join forces at Vancouver's 2024 Family Medicine Forum to recruit Family Physicians to the west coast. From left: Dr. Setareh Banihosseini, Michelle Luk, and Dr. Joanne Larsen (Coastal Division, including North Shore, Sea to Sky, Sunshine Coast, Bella Bella, Bella Coola, and Pemberton); Carly Martin (Powell River Division); Kerri Creamer and Jorge Hernández (Richmond Division).



PRECEPTORS

Preceptors provide gateway for Physician recruitment

Physicians are helping to shape the next generation of care providers.



Our second cohort of Family Physician preceptors is now equipped with vital mentorship skills since completing UBC's 10-month preceptorship program in partnership with the Richmond Division.

By enhancing the teaching skills of our members, we are building a robust network of skilled mentors. The program is an essential puzzle piece in nurturing Physicians of the future and helping them to establish successful careers in Richmond.

13

Richmond Family Physicians have completed the preceptor training program since we partnered with UBC in 2023

► **Email info@rdfp.ca by August 31st 2025 to join the next cohort of Richmond Preceptors and gain mentoring skills that will inspire the next wave of Family Physicians.**

RECRUITMENT WEBSITE



Search Jobs

Find your dream job in Richmond by using the filters to narrow your search by profession, geographic location in Richmond, employment type, payment model, accreditation required, working environment, and even the specific clinic or long-term care home where you would like to work.



18

clinics have enrolled in the Clinic Pulse program as of March 31, 2025

New online system for clinics streamlines recruitment



Recruiting Family Physicians and locums to Richmond got a lot easier this year with the launch of the *Clinic Pulse* program that drives a *Job Board* and *Clinic Profiles* on the Division's online recruitment portal richmondhealthcarejobs.ca.

Clinic Pulse supports promotion for family practice career opportunities and provides clinics with an efficient tool to update their profiles and listings.

The robust online recruitment platform showcases the array of local family practices that are hiring and helps Richmond to stand out from the crowd. It streamlines the hiring process and makes it easier for prospective providers to imagine building their lives here.

► **To enrol your clinic in the *Clinic Pulse* program and promote your job openings, email recruitment@rdfp.ca**



Member Learning and Development.

→ We advance member knowledge through education and professional development.

Webinar boosts support for AI scribe technology



December's technology webinar, coordinated by the Richmond Division's new

IT Committee, focused on adopting AI scribe tools that use artificial intelligence to transcribe and summarize patient encounters in real time.

Supported by *TechNet* (the new provincial network of Divisions of Family Practice Technology Coordinators), the session helped participants to become more comfortable exploring the technology.

Beyond increasing job satisfaction from reduced stress, burnout, and cognitive load, uptake shows the potential for AI charting to redirect administrative time normally needed for charting instead toward patient care.



Members of the Richmond Division's new IT Committee discuss plans to host a webinar about AI scribe technology for Family Physicians. (Back left to right): Dr. David Li, Dr. Anthony Coquinco (Front left to right): Dr. Brenda Tan, Dr. Angela Jennings, Richmond Division Technology Coordinator Stephen Mah, Dr. Cheryl Nagle, and Dr. Yuan Shen (Sandy) Hu.

Consider registering for an AI scribe tool for your clinic to reduce administrative burden and increase job satisfaction.

Scan the code to access the Doctors of BC guide to practical and ethical use of AI scribe technologies in your practice.



QI funding open to connect with specialists



Richmond Division delegates crossed the Strait last fall to attend B.C.'s *Shared Care: Partners in Care* conference in Victoria and learn about province-wide quality improvement project funding, activity, execution, and evaluation.

Shared Care funding is available to support projects designed to strengthen pathways between Family Physicians and specialists to result in better patient outcomes.

Projects must be Physician-led and are supported by the Richmond Division. Successes become models for other communities to adapt to local needs.

To suggest ways to improve care coordination between Family Physicians and specialists, email support@rdfp.ca.

Explore the Shared Care Project Directory: sharedcarebc.ca/resources.

Events make local medical community feel like home

After relocating her practice from Vancouver to Richmond in 2023, Dr. Tanya Fairweather quickly discovered that Richmond Division events offered more than just professional development.

“The Richmond Division is working hard to build a really nice medical community here,” she says.

A Family Physician specializing in mental health and addiction, Dr. Fairweather serves as a medical advisor for WorkSafeBC, provides care at Richmond Hospital and the Ann Vogel Clinic, and delivers mental health education province-wide.

Her connection to the Division began as a guest speaker, but the culture drew her in. “It became clear to me, over several years of providing education sessions here, that the Richmond Division is really unique,” she says. “Everyone seems very connected. It feels more like a small town within a big city.”

She appreciates the thoughtful format of the *Clinical Pearl* events: “We get short snippets of teaching, time to ask questions, a nice dinner with colleagues, and useful resources.”

“I also like that our education sessions are helping us get to know specialists in the extended medical community,” she notes.

That sense of connection has been personal, too. “I realized quite a few of my med school classmates are also here. It’s been so nice to reconnect.”

Now a member of the *Pathways Committee*, Dr. Fairweather recognizes the level of the Division’s responsiveness. “They’re constantly taking the pulse of the membership. You suggest something, and the next thing you know, it’s in the works.”

Dr. Fairweather encourages other Richmond Physicians to get involved. “It will help you in your work,” she says. “The Division has so many resources, and the team is passionate and enthusiastic. It’s a tight-knit community with one hospital and connected clinics.”



“Turnout to events is really good, and colleagues clearly have a nice bond with each other. Everyone seems very connected, and it feels more like a small town within a big city.”

DR. TANYA FAIRWEATHER
Family Physician
WorkSafeBC, Ann Vogel Clinic

Division members can visit the Events section in their Member Portal at richmonddivision.ca to register for upcoming events.



Practice Transitions.

→ We support members through all stages of their careers to navigate systems and resources.

NEW MEMBERS



The Richmond Division hosts two New Member networking events each year, which provide opportunities for strengthening connections with the Board, staff, and Physician colleagues. This year, the initiative expanded to include LTCI and Urgent Care Physicians. (Clockwise from left): Dr. Edward Fang, Dr. Natahsa Ng, Dr. Richard Chan, Dr. Mai Ghoneim, Dr. Angela Shen (RDFP Board Chair), Dr. Mark Tein, Dr. Zainab Abdullah, Anetta Stankowski, RDFP Program Manager, Dr. Lisa Nakajima (RDFP Director at Large), and Dr. Chong Yu (Kevin) Wang.

Onboarding program provides warm welcome



This year, the Richmond Division's enhanced one-on-one onboarding orientation program is designed to make new members feel right at home when they join their new medical community.

Meet-and-greets expand to wider community



To strengthen connections within Richmond's wider health care network, this year's New Member events have expanded to include LTCI and Urgent Care Physicians along with the Richmond Division Board of Directors.

Held twice per year in relaxed settings, the events give new member Physicians an opportunity to meet colleagues and to build lasting professional relationships.

44%

of new members have attended New Member events this year

→ To be notified about our next New Member Event, email support@rdfp.ca.

The session introduces Physicians to the Division Board, staff, initiatives, resources, and ways they can get involved. It takes the guesswork out of navigating a new health system and offers invaluable guidance and support.

39

new members joined the Richmond Division in 2024

31%

have booked one-on-one onboarding sessions

→ Schedule your one-on-one onboarding session and maximize the benefits of your membership by emailing support@rdfp.ca.

Practice Transitions.

Direct line to the City: Charting a roadmap for new clinics

A Richmond Division presentation to City Council last year sparked deeper conversations about the challenges Family Physicians face when opening new clinics. For Katie Ferland, Director of Business

“Doctors are experts at what they do, and our job is to help be that bridge to navigate City systems for them, so they can be successful.”

KATIE FERLAND
Director of Business Services
City of Richmond

Services at the City of Richmond, it revealed an important opportunity. “We act as the window into local government for businesses,” she says. “It turns out there is a major role for us to play here, too.” That single presentation evolved into a formal working group that united eight Physicians, senior City staff, and representatives from Doctors of BC’s Practice Support Team. Their goal? Reduce confusion around zoning, permits, and business licensing for Physicians.

“We took a closer look and realized that medical offices are allowed in most commercial zones,” says Ferland. “We focused on education and communication, and created a starter pack of helpful resources.”

This clear, accessible guide now helps Physicians to understand zoning bylaws, licensing steps, and permit requirements. It is bridging a communication gap that had slowed clinic development.

The collaboration has also helped the Richmond Division better align municipal services with the

Services at the City of Richmond, it revealed an important opportunity.

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That single presentation

The Richmond Division and the City of Richmond are celebrating strengthened ties that are supporting new clinics to open, and more. (Back, left to right): RDPF Program Manager Jorge Hernández; RDPF Program Coordinator Juliana Mafforte; Community Link Worker Sean Canasa; City of Richmond Director of Community Social Development Kim Somerville, City of Richmond Director of Policy Planning John Hopkins, (front, left to right) RDPF Executive Director and City of Richmond Director of Business Services Katie Ferland.

needs of Physicians, who are often small business owners themselves. And while the team jokes that earlier communication felt like talking through cups and string, the new partnership has created a much clearer, two-way channel.

In the past year, several Physicians have received direct support from the City’s economic development team, making it easier to navigate the process of starting a clinic. “Doctors, like other entrepreneurs, are experts at what they do,” Ferland says. “Our job is to be that bridge to navigate City systems for them, so they can be successful.”

This partnership has been especially valuable for new-to-practice and internationally trained doctors. It deepened the Division’s understanding of how aligning municipal business services with health care needs can support Physician recruitment and access to patient care.

“Thanks to leadership from City Council, the Committee members, and the Richmond Division, we now think of Family Physicians as entrepreneurs who need the same kind of support,” explains Ferland. “We’ve got this direct line of communication now. If the Division needs us, we’re here.”



Financial Statement

STATEMENT OF FINANCIAL POSITION

As of March 31, 2025

Assets

Current

Cash	\$393,316.31
GICs Savings	\$300,000.00
Prepaid expenses	\$7,598.72
GST recoverable	\$51,303.48
Equipment	\$17,876.00

Total Assets **\$770,094.51**

Liabilities

Accounts Payable and Accruals	\$326,956.24
Deferred Contributions	\$443,138.27

Net Assets **\$770,094.51**

SUBMITTED BY THE FINANCE COMMITTEE



Dr. James Lu
Treasurer



Dr. Michael Frey
Director at Large



Dr. Cheryl Nagle
Director at Large

STATEMENT OF OPERATIONS

As of March 31, 2025

Revenues

Infrastructure	\$1,276,228.00
Collaboration funding	\$34,456.00
Long Term Care Initiative	\$343,472.11
PMH/PCN Physician Engagement	\$308,970.00
Primary Care Network	\$744,322.00
Attachment Mechanism	\$200,000.00
Physicians Integration & Retention	\$55,000.00
Bank Interest	\$18,620.80

Total Revenues **\$2,981,068.91**

Expenses

Administration	\$21,368.75
Amortization	\$9,395.29
Contingencies	\$3,133.91
Directors Fees	\$97,353.63
Facilities	\$57,557.11
Human Resources	\$486,818.75
Project Support	\$21,640.79
Meetings and Events	\$33,648.54
Pathways	\$5,558.13
Professional Fees	\$7,875.00
Supplies and Equipment	\$29,378.62
Office expenses and travel	\$375.56
FPs Sessionals	\$74,316.73
Long Term Care Initiative (LTCI)	\$261,126.96
Physicians Integration & Retention	\$52,891.82
PMH/PCN Physician Engagement	\$308,601.96
PCN Management	\$352,018.97
PCN Administrations	\$218,999.87
PCN Overhead	\$135,568.25
PCN Governance	\$179,282.85
PCN Attachment	\$199,996.48
Shared Care - Maternity	\$25,000.00

Total Expenses **\$2,581,907.97**

Website for Family Physicians

richmonddivision.ca

As a Family Physician practising in Richmond,
you can use this website to learn more about:

✓ **RDFP Member Benefits**

» UpToDate access, and more



✓ **RDFP Physician Member Portal**

» RDFP contacts
» Richmond Rapid Read archive
» Events & Save the Dates
» RDFP Resource Hub
» MOA Candidate List

✓ **Supporting You and Your Practice**

» Building your patient panel
» CME + professional events
» Physician wellness
» Human resources
» Medical Assistance in Dying resources (MAiD)
» Mental health & substance use resources for patients
» Technology resources
» Language interpretation services
» Retirement Options
» FPSC Practice Support Program

Website for Patients

richmonddivision.ca/patients

Our website is full of useful information.
As a patient, use this site to learn:

✓ **How to find a Family Physician
or Nurse Practitioner**

» B.C. Health Connect Registry



✓ **How to access MSP-funded
care from your Primary Care
Network (PCN) team (Registered
Nurses, Dietitians, Counsellors,
Physiotherapists, and more.**



Richmond
Primary Care Network

✓ **How to use medical and
community service directories**

» Pathways



Pathways
www.pathwaysbc.ca

✓ **How to access your
medical records**

» B.C. Health Gateway



**Health-related Questions?
Contact HealthLinkBC**

CALL 8-1-1

Richmond Division of Family Practice

Unit 780–8100 Granville Ave, Richmond B.C. V6Y 1R4

email support@rdfp.ca

The Divisions of Family Practice initiative is sponsored
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richmonddivision.ca

richmondhealthcarejobs.ca

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We acknowledge and thank the Musqueam, Stz'uminus, Kwantlen, Stó:lō, Tsawwassen, Səlilwətaʔ (Tsleil-Waututh), and Coast Salish First Peoples on whose traditional 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. To 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.



Ministry of
Health

