



Central Okanagan
Division of Family Practice
A GPSC initiative

Annual Report

March 2020 - March 2021

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Valuing Family Physicians

Central Okanagan Division of Family Practice

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

The Central Okanagan Division of Family Practice:

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

Message from the Physician Lead – *Dr. Michael Koss*



This past year can be summed up with a word – COVID. It felt like all normal life routines were disrupted and we adapted to a new way of living – working from home, socially isolating, figuring out how to care for patients without seeing them, and how to run an office with the doors locked. Division liaised with KGH, IH, MoH on your behalf. We represented community FPs at various IH tables - Incident Command, Outbreak Management Team, Pandemic Response Committee, Pandemic Response Coordination Centre. The Division supported the rapid expansion of virtual care in the Central Okanagan, and helped organize PPE supplies for your offices. In addition, the Division provided regular updates to members, to assist with keeping your offices safe,

managing COVID patients, virtual care, as well as updating on outbreaks, and setting up immunization clinics with IH.

I want to thank and congratulate all of you for your hard work and cooperation this past year. I think we can all be proud of the work accomplished in the COK. In fact, other areas of the province have looked at what we have done here as an example great work. As immunizations continue, we hopefully will see the end of COVID surges and outbreaks. A return to a “new normal” is on the horizon.

Other Division business this year included the expansion of the Primary Care Network. Many clinics have already joined the PCN and improved Allied Health and Nursing support for their patients. The PCN will continue to grow, providing more availability of allied health staff expertise for your patients. This will improve access for your patients to see you, and ultimately allow attachment of many of the unattached population in the COK.

The Division continues to work with IH regarding the UPCC at Capri, and the newest UPCC in West Kelowna. IH continues to seek Division input, and work with us regarding the role of the UPCC as part of the PCN in the COK.

In addition, the Division continues to work with IH on a “single entry point” for all psych/MHSU programs, to improve your patients’ access to these important supports. The Division continues to manage the LTC Initiative (anyone want to be a LTC facility house physician?). The Recruitment and Retention program, and the Division’s Patient Attachment mechanism continue to be very successful.

I would like to thank our Central Okanagan Division Board, our Executive Director Tristan Smith, and our staff, for their hard work this past year, and their ongoing enthusiasm and willingness to tackle new projects.

Finally, thank you, to our Division members, for supporting your Division of Family Practice. As always, if you have any comments or suggestions, please contact us.

Sincerely,
Dr. Michael Koss
Physician Lead

Message from the Executive Director – *Tristan Smith*



The Central Okanagan Division of Family Practice, as a not-for-profit Cooperative, has served family physicians for over a decade. Our work is grounded in our connection with our members and in establishing good relationships with external stakeholders. The past year challenged our staff and leaders to consider innovative ways for maintaining and building these important connections. I hope our members felt supported and connected during the global COVID-19 pandemic.

Our Division, funded through the General Practice Services Committee, is a program that is built into the Physician Master Agreement. This funding enables family physicians at the local level to collectively have a voice with the Ministry, Health Authority, and each other for the purposes of improving the health system. Over the years, Divisions provincially have shown that the innovative and critical thinking skills of family physicians makes a difference in healthcare planning. As an example, family physicians created the Pathways program, now a provincial mainstay for family medicine, which was created by and is funded by Divisions of Family Practice.

The collective voice of family physicians also empowered Divisions of Family Practice to be a strong key stakeholder in the Ministry of Health Primary Care Network (PCN) development. This key initiative is aimed at building capacity in the primary care system while making necessary linkages to strategic planning that family physicians have been talking about for years. Our particular PCN was envisioned through our members identifying Team Based Care as a priority and future vision of family medicine. While we have work to do while interfacing health authority staff with primary care offices, this is the transformative work necessary to get to a future state. Divisions of Family Practice have co-chair roles or senior leadership roles in the development and governance of our local PCN. Also, all the administrative staff for the PCN is hired through the Central Okanagan Division of Family Practice, which enables us to be responsive to our members.

When COVID-19 isolation measures were put into place, our Divisions team did our best to react to and anticipate what was needed by our members. Everything from virtual care platforms, to office procedures, to procuring PPE, to public service announcements ensuring people knew their family doctor was there when needed, and many other things were discussed and actioned quickly. Over the last few months we have been working on re-opening primary care, envisioning virtual care post pandemic, and supporting the vaccination efforts. Our Divisions team also expanded to include our PCN team who have moved the initiative forward in the most trying circumstances. I would like to ensure that all Central Okanagan Division of Family Practice staff are acknowledged for their contributions to the healthcare system. We have a strong and proud team that includes: Monica McLean, Amanda Stickland, Jennifer Bitz, Karen Kopp, Beth Whalley, Tara Muncey, Julia Hunter, Maria Cihlar, Suzanne Schultz, Scott Tucker, and Stephen Reichart.

I'd also like to thank Dr. Michael Koss for his leadership over the past year. Dr. Koss was able to navigate system and social complexities during the pandemic representing our organization and members with a high degree of professionalism. His leadership is recognized provincially.

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

Sincerely,
Tristan Smith
Executive Director

Divisions Activities and Highlights

Community Engagement

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

Continuing Medical Education

June 4, 2020	LTCi COVID-19 and Older Adults: What LTC and Community Clinicians Need to Know
July 14, 2020	Endocrinology: Bits and Pieces
September 30, 2020	MOA responding with Respect
October 21, 2020	Respirology
November 12, 2020	LTCi Update on influenza during the COVID-19 pandemic and caring for Older Adults with Diabetes in Long-term Care
December 10, 2020	MHO & Infectious Disease
February 3, 2021	Resiliency - Physician Health

Division Newsletter

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

During the March 2020 to March 2021 year, we had 12 Newsletter editions.

Webpages for Division Members

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

Online Forum for Division Members

Mighty Networks was identified as a virtual network forum during COVID. Mighty Networks is now offered to Members, office staff, and Nurse in Practice as an online forum to connect and share experiences.

Recruitment and Retention

Date initiated: June 2014

Physician Leads: Dr. Milt Stevenson

R & R Administrators: Monica McLean, Tristan Smith

Update:

From March 2020 to March 2021, we were fortunate enough to recruit 14 full-time Physicians, 3 part-time Physicians and 3 Locum Physicians. We also had 7 Physicians retire and we are expecting higher than usual retirements in 2021. We appreciate the time and dedication it takes from you, your family and your office staff to help recruit Physicians to our community. By working together, we hope to be able to staff this community with many Physicians in the coming years. We are all fortunate to live, work, and play in the Central Okanagan.

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

We are always reviewing and improving our “Red Carpet” recruitment program including our recruitment advertisements on HealthMatch and our Central Okanagan Division website. We also continue to work with long-standing clinics to review recruitment needs and reviewing clinic spaces to create more work spaces for Physicians.

We are continually working on new strategies to advertise for locums in addition to creating the Locum Matching Program. A bi-monthly newsletter is sent out to a pool of locums to assist with meeting member’s locum requests. We are also working with Pathways to see if development of a locum posting platform can be possible for the entire province. This idea came about from our Inter-Provincial Committee after hearing about the hardship of finding locums for all communities.

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

Attachment “Find A Family Doctor”

Date initiated: August 2018

Physician Lead: Dr. Milt Stevenson

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

Update:

1. The “Find a Family Doctor” program began on August 16th, 2018. This was created from the base idea of the “A GPforMe” program. Our aim is to support and understand our membership with new patient attachments.
2. From March, 2020 to March 2021, we have attached 5,592 people and will continue our efforts to attach as many patients as capacity allows.
3. In development, we are looking to move the program from a paper/mail/fax base program to an on-line HIPAA compliant form. Mail and fax will remain an option for community residents who need it.

Pathways

Date initiated: November 2015

Physician Lead: Dr. Milt Stevenson

Pathways Administrator: Candice Hartmann

Update:

1. With over 3.5 million page views last year, Pathways continues to be recognized as an excellent clinical tool for up-to-date information regarding the province's 3900+ specialists and clinics, referral forms/requisitions as well as vetted physician resources and patient information handouts.
2. Over 400 Central Okanagan users access an average of 2500 page views every week.
3. The Community Services section of Pathways has been refined to support primary care providers in the growing trend of social prescribing. Public access to Community Services launched in the fall of 2019 for Central Okanagan users.
4. Pathways is now used by Specialists and hospital-based physicians to find and help attach patients to primary care providers.
5. New access keys have been developed to support Primary Care Networks with 42 active accounts at present.
6. With the advent of Covid19, Pathways has supported and facilitated a plethora of virtual care and Covid19 related resources and information for both doctors and the general public. Pathways is now being use throughout the whole province.

GPSC Long-term Care

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

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

Staff Support: Jennifer Bitz, Tristan Smith, Amanda Stickland

Update:

1. Updated the 'Road Show' document for 2020/21 and completed the third round of sessions at 8 of the 16 local care homes. The other 8 declined or postponed due to pressures related to COVID-19. These are interactive dialogue sessions regarding the 5 Best Practice Expectations and the 3 System Level Outcomes at each care home with staff and one high volume LTC physician.
2. Organized and hosted 2 CME events:
 - a. June 4, 2020: COVID-19 and Older Adults: What LTC and Community Clinicians Need to Know (Dr. Samir Sinha, MD, DPhil, FRCPC, AGSF)
 - b. November 12, 2020: Update on influenza during the COVID-19 pandemic (Dr. Victor Leung, MD FRCPC), and Caring for Older Adults with Diabetes in Long-term Care (Dr. Sarah Sy, MD, FRCPC)
3. Ongoing work to continuously improve the admission to LTC process. We co-hosted a 4-meeting series (Jan/Feb 2021) with IH to help clarify and improve the transition to LTC process and associated visual algorithm. Five working groups representing IH transition teams, physicians, LTC homes and pharmacists have formed to finalize solutions for testing and implementation (Information Package, Information Flow, Bed Acceptance, Upstream BPMH and Admission orders, and MRP Letter Administration). This piece of work was initially launched at a workshop in December 2017.
4. Movement toward proactive clustering of LTC patients per physician (similar to the clustering model used in VCH, Victoria and other divisions). Results from the 2019/20 evaluation report and ongoing discussion with Care home staff, physicians, and IH representatives at various meetings indicate the positive impacts clustering has on physician engagement and patient care. Leveraging the House Physician (HP) model to support this transition, encouraging transfer of MRP status to HPs, and engaging new physicians into the initiative were the primary suggestions to work towards this. This theme, along with considering ways to streamline after hours contact, will be worked through during a strategic planning session scheduled to take place in July 2021.
5. Improved information exchange between KGH and MRPs/LTC homes
 - a. Worked with the Emergency Department at KGH to create a new ED to LTCH form. We continue to inspire usage.
 - b. Working with KGH to ensure a patient's MRP information is accurate in Meditech at the time of hospital admission. This continues to be a hurdle.
6. Begun to design a process to improve physician accountability and reporting with respect to the 5 best practice expectations.
7. Created and made available a one-page Palliative Care Directives for LTC form.
8. Management of the House Physician model and the Long-term Care Support Group.
9. Regular communications regarding process improvements and/or issues between physicians, care home staff and IH administration.
10. Quarterly administration of fee claims for bed incentives and for accepting new patients into LTC.
11. Administration of annual signed commitments by LTC physicians to continue to work toward the 5 Best Practice Expectations.

Primary Care Networks

Date initiated: February 2019

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

Staff: Tristan Smith, Monica McLean, Amanda Stickland, Beth Whalley, Julia Hunter, Tara Muncey, Maria Cihlar, Scott Tucker

Update:

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

Primary Care Network Updates

- CODFP hired 3 PCN Managers, 1 Change Lead, 1 Admin support
- Creation of a collaborative Governance Model inclusive of all partners
- Established a PCN Patient Advisory Group
- Engagement remains ongoing with family practice clinics
- PCN Evaluation consultants hired (Reichert and Associates)
- Team-Based Care Working Group established

Human Resources Updates - 86% of targeted FTE hired for Year One

- 6 Registered Nurses (Nurse Coordinators) co-located in Family Practice clinics
- Allied Health staff continue to work remotely, and/or in PCN Hub Space:
 - 3 Registered Dietitians
 - 2 Social Workers
 - 2 Physiotherapists shared with West Kelowna UPCC
 - 2 IH Nurse Team Leaders
- Collaborative creation of COK PCN Orientation that includes Intro Change and Transition, Team-Based Care Philosophy, Aboriginal Cultural Safety, and Trauma-Informed Care.

Patient Medical Home Updates

- 8 Patient Medical Homes and 31 Family Practitioners participating
- 2 PCN Nurse Practitioner contracts at Kirschner Medical and Outreach Urban Health Centre
- CODFP Change Leaders supporting family practice clinics to embed team-based care, Nurse Coordinators workflows and onboarding, weekly team touch bases, and EMR review
- Physician Leads established in each clinic-to-clinic readiness, engagement of team-based care and transformation at the clinic level

Aboriginal Health

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

Next Steps

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

Collaborative Services Committee

Date initiated: April 2011

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

Staff: Tristan Smith

Major Issues Identified:

1. Primary Care Network
2. COVID-19 Response
3. MHSU/Frail Seniors

Collaborative Services Committee Aims:

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

Progress:

1. The CSC has overseen the initiation of the Central Okanagan Primary Care Network
2. The CSC has been responsive to primary care concerns related to COVID-19

Next Steps:

1. Ongoing Primary Care Network Development
2. Supporting COVID-19 and other provincial concerns
3. Continue to form collaborative tables that supports primary care

Summary of Committees

Collaborative Services Committee

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

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

Co-chairs: Dr. Michael Koss (COD), Deborah Preston (IH), and Maria Reed (WBFN)

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

GPSC: Dr. Lee Mackay, Jillian Wong

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

Inter-Divisional Strategic Council

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

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

Over the past year our ISC was an important group for family physicians as it allowed linkages to regional/provincial COVID-19 responses and formalized a Family Physician seat at regional planning committees. The ISC allowed Divisions to understand and prepare for local level COVID-19 issues (acute respiratory centres, referral pathways, guideline or rule changes, etc). Through the ISC, a formalized Inter-Divisional Network was formed that allowed Divisions throughout our region to link and learn from each other with common issues.

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

Inter-Divisional Recruitment Committee

Date initiated: October 2019

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

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

Learning and capacity building in the areas of team-based care and change management Innovation; learning and sharing work around community engagement, physician wellness and governance models.

Spreading community engagement methodologies for PCN and Local health service planning development via a region wide symposium.

Operational efficiencies regarding Human Resource contracting, patient attachment work, regional servers to support business infrastructures, risk management and resilience.

Getting regional Divisions together has been the most important function. This has produced a valuable exchange of ideas, built functional relationships between Divisions and has brought forward projects that produce quick results across the region.

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

Notes:

Notes:

Central Okanagan 2020/2021 Board of Directors

Dr. Michael Koss (Physician Lead)

Dr. Mike Purdon (Chair)

Dr. Christine Hoppe (Co-Chair)

Dr. Michele Thomasse (Secretary)

Dr. Richard Blakemore (Treasurer)

Dr. Erika Scheffler

Dr. Jade Dittaro

Dr. Gayle Klammer

Dr. Janet Evans

Central Okanagan Division of Family Practice

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