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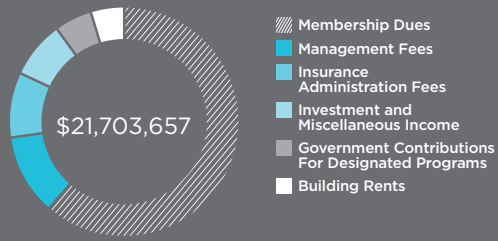
EMERGENCY →

Better Together

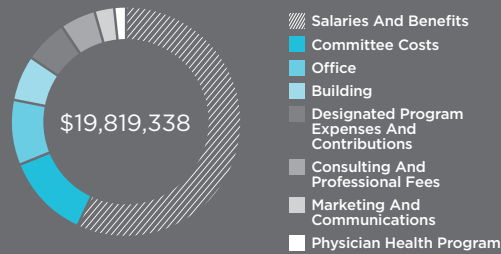
At Doctors of BC, we are better together. This year's Annual Report highlights what we have been able to achieve as partners to make a meaningful difference in the lives of doctors, patients, and the medical community as a whole.

Financial Highlights

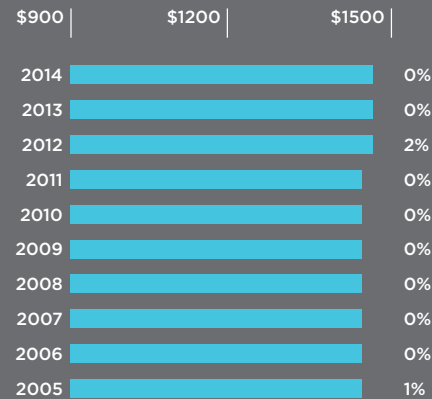
In our Strategic Plan 2014-2016, Doctors of BC committed to managing the organization in a fiscally sound way, and to provide trusted, cost-effective services for members. These figures provide a snapshot of Doctors of BC finances in 2013, as well as historical data for comparison. The complete audited financial statements are available <https://annualreports.doctorsofbc.ca>



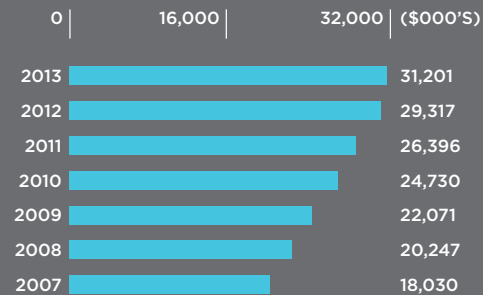
MAJOR SOURCES OF REVENUE



MAJOR SOURCES OF EXPENSE



MEMBERSHIP DUES



NET ASSETS

Achieving Together

REPORT OF THE CEO

Making a Meaningful Difference



ALLAN P. SECKEL, QC
CHIEF EXECUTIVE OFFICER

The theme of this year's Annual Report, *better together*, is a sentiment you'll be hearing a lot of in the year to come, as we ramp up our efforts to provide the best value to you, our members.

For the first time, our report is primarily an online publication. This is the direct result of member feedback; many of you told us it would be more convenient and cost-effective, and we listened. We also heard that many of you enjoyed the highlights section last year, and in this edition, we have placed emphasis on these stories, each featuring an example of what we have achieved by working together.

A solid strategic plan is important, and in my second full year as CEO, I spent much of my time working alongside Board members to make clear our goals and to map out a path to successfully achieve them. At our core, we are here to advocate and provide support so that members like you can provide the highest quality care for your patients, and our plan focuses on two pathways to get us there. First, we will continue to provide the services you have come to expect, and second, we will expand in the areas of engagement and advocacy. By supporting highly engaged doctors, we will help you to become a profession of greater influence.

This year we have already seen a number of members making a meaningful difference in their communities. Mr Paul Straszak (Chief Negotiator) and Dr Sam Bugis (Executive Director of Physician and External Affairs), have been involved in more dialogues ►

As you now know, we have adopted a new name, to better reflect our members and community. Doctors of BC speaks directly to you and the work you do.

than ever before with Sections concerning negotiations, quality improvement, and other important topics. Doctors of BC has also adopted a more open process for appointments to committees, and the renewed President's Tour has continued into its second year. These examples are only the beginning with much more to come, such as our new website, scheduled to be launched in 2014.

Another area of key focus involves supporting doctors with issues that affect health care in their facilities and communities. Divisions of family practice continue to do their excellent work and have taken on a new challenge this year. A GP for Me is bringing doctors together at the local level to help deal with physician shortages. We have made inroads and will continue to focus on better engagement between specialist doctors and health authorities.

Doctors of BC also continues to create good policy, such as the medical professionalism paper, *Working Together: Exploring Professional Relationships*, that was released in mid-2013. Through these efforts, we are able to continue to advocate our policies to decision makers throughout the system.

As you now know, we have adopted a new name, to better reflect our members and community. Doctors of BC speaks directly to you and the work you do. When patients think of "the doctor," they think of you, and you should all be proud of your achievements in becoming better doctors and providing the care that makes your patients better. Doctors of BC is here to help ensure the system runs smoothly and to help you grow as a professional.

I hope you enjoy the report, and I look forward to working together in the coming year.

Excelling Together



WILLIAM CUNNINGHAM, MD
PRESIDENT

REPORT OF THE PRESIDENT

Learning from Each Other

I am pleased to report that 2013-2014 was a year in which our organization made a meaningful difference—in the lives of physicians, in the lives of our patients, and in the health care system as a whole.

Built on the solid foundation of over a year's worth of research and consultation with members and stakeholders, we were proud to launch a new 3-year strategic plan, along with a historic rebranding of our association. I have the honour of being both the last President of the BCMA and first President of Doctors of BC.

The President's Tour of the province enabled me to meet with many of you face-to-face, one of the most gratifying parts of my job. I've met doctors in urban settings, regional settings, and remote, rural British Columbia. We had many good conversations, and I appreciated the pointed questions I received. These meetings help us better understand what you're looking for from us and I think it's these tough discussions that help us move forward. It doesn't hurt that I've been able to proudly point to the real, productive, and positive change within Doctors of BC and the influence we're having on the health

care system. While doctors across the various regions have slightly differing issues and solutions to those issues, I think it's clear to us all that we're better together.

In February we held our first student mentorship event—Life in Medicine: Doctors of BC Mentorship Night. Approximately 100 students and 11 physicians from different disciplines came together for a speed networking dinner at which physicians spoke about their life in medicine to help students choose their career direction.

This year we saw 100 new members get involved in our association, members who had never before been on a Doctors of BC committee—a sign of renewal and confidence if ever I saw one. As I write this there is a referendum in front of you on Board delegate term limits, splitting Governance from Nominations, changing membership to be more inclusive, a proposed new methodology

for finding a Board chair, and formalizing the methodology of putting a call out to all Doctors of BC members to put their names forward to be committee members. We will see what happens—it's up to you now.

I'm grateful for the tireless work done by Doctors of BC staff. In particular I'm very grateful to the Communications Department for training me and supporting me throughout the year. I'd like to thank every member who volunteers on any and every committee—inside and outside our organization—the work you do on these committees is a tangible expression of your professionalism. I'm proud to be a member of Doctors of BC, and I'm proud of my physician colleagues and the outstanding work you do everywhere in BC.

Collaborating for a Better Tomorrow



CAROLE WILLIAMS, MD
CHAIR OF THE BOARD OF DIRECTORS

It is with great respect that I submit the Annual Chair's Report, my first under the banner of Doctors of BC. I am pleased to share that the Board of Directors and all committees have been working hard to continue to develop the Doctors of BC vision of fair economic reward, a favourable social, economic, and political climate, and the highest standard of health care, all with an ultimate goal of maximum professional satisfaction for our members.

A significant infusion of new Board members provided us the opportunity to incorporate a wide variety of opinions and engage in meaningful discourse with members. The dedication of the Board members at the table, and the respectful and cooperative interactions that occur at our Board meetings, contribute to a positive atmosphere in which to work. I thank the Board for their dedication on behalf of BC physicians.

The Board has been working closely with CEO Allan Seckel and a handful of committees toward achieving the goals set out in our Strategic Plan: to engage with members and partners, to provide excellent member

services, and to create and maintain a supportive organization. This ongoing progress has also been reflected in the reports you receive throughout the year. Board education sessions, more inclusive member input into committees, and a commitment to continuous improvement make this an interesting time to be involved with Doctors of BC. I encourage all physicians to contribute to your medical association; committee vacancies are listed at www.doctorsofbc.ca/committee/vacancy-list

At this year's Canadian Medical Association's General Council meeting in Calgary, Doctors of BC saw great success, with many of our resolutions accepted by council. Solidifying our reputation as an organization of influence in framing health care policy in Canada, our delegates and staff were able to once again make a meaningful difference in health care at the national level.

Thanks go to Mr Allan Seckel, Ms Wendy Hunt, Ms Christine Donnelly, and Ms Marisa Adair for their support in making my job as Chair of the Board a truly rewarding experience. I also wish to acknowledge and thank

Ms Susan Martin for her many years of service to the organization, and wish her well in her retirement. Finally, to the members of the Resolutions Committee, Drs Larson-Soles, Ruddiman, McLeod, and Walton, your knowledge and support are integral to the work that occurs at the Board meetings and keeps us moving forward in a productive, respectful, and collaborative manner.

Doctors of BC is an organization of excellence with staff support that is second-to-none. It is my privilege to work with this Board, this staff, and the physicians of BC.

Growing Together

RURAL PHYSICIAN PROGRAM:

Quality Health Care for Remote Communities

Rural areas across the country face the challenge of recruiting doctors, and BC is no exception. While progress has been made, the fact remains that more doctors are needed in our rural and remote communities.

This year, we took a new approach to add to existing recruitment programs. In a program supported by Doctors of BC through the Physician Master Agreement negotiated with the provincial government, a new incentive was created that provides a one-time payment of \$100,000 to a doctor who commits to a 3-year term in a designated rural community.

By mid-year, seven communities had benefitted: Terrace, Chetwynd, Bella Coola, Hazelton, Clearwater, Princeton, Nakusp, and Port Hardy. The doctors, coming from various locations, were all at different stages of their professional career, ranging from relatively new physicians to those who had been practising for over a decade. Of the new physicians, eight are general practitioners and one is a specialist in anesthesiology.

Dr Colleen Black, working in Princeton, has found great satisfaction in her rural community, saying, "I always knew I wanted to be a rural

physician, but this incentive helped me to decide where I wanted to set up my practice. For many newer graduates, this program provides a huge psychological benefit because we're able to pay off medical school debt more quickly."

Adds Dr Steven Broadbent, now of Clearwater, "the financial incentive and guaranteed income made the transition and worry a lot easier, as it's a big jump. Our visit to the community really helped; everyone was amazing."

A result of the Joint Standing Committee on Rural Affairs, this incentive, and many other programs like it, help to retain and recruit rural doctors. The committee works as a joint effort between government and physician representatives.

Doctors of BC President Dr William Cunningham, who spent more than a decade working in Yellowknife, says that from his experience, doctors often end up putting down roots in these rural communities and stay long-term, a good indication that incentives such as this one will truly help make a meaningful difference in access to quality care.



WALK WITH YOUR DOC:

Stepping Into a Healthy Life

Our belief that we're better together extends beyond just members at Doctors of BC—it also involves our patients and the greater community. In May 2013, our Council on Health Promotion (COHP) hosted the fourth annual Walk With Your Doc in both urban and rural communities across the province.

Together, alongside patients of all ages and physical abilities, physicians took a step toward a healthier lifestyle and helped spread the word of the importance of physical activity.

With 52 walks in 33 communities, a total of 250 physicians and 2,700 community members took to the trails—a 60% increase in walkers and more than a 100% increase in participating physicians over the previous year. Port Alberni achieved the largest crowd, with over 800 people walking the track at Bob Daily Stadium. For the first time, we hosted a big kick-off walk in Vancouver that attracted several hundred participants.

A similar initiative supported by Doctors of BC and COHP was Be Active Every Day, which challenged school-aged children to be active 60 minutes every day in October. With the support of Olympic snowboarder

Mercedes Nicoll and Canadian National mogul skier Andi Naude, the program engaged and encouraged BC's children to become more active and to make healthier choices.

These are just two elements of our commitment, as laid out in our strategic plan, to work together with patients to promote healthier lifestyles.



Moving Together

SPECIALIST INNOVATION:

Challenging the Status Quo

At Doctors of BC, we believe innovation is critical to making a meaningful difference in the medical community and for our patients. The Specialist Services Committee (SSC) provided \$8 million in funding for 21 physician-led initiatives in support of health care innovation.

A total of 160 initiatives were proposed by specialists from across the province; funded programs were chosen based on their ability to improve patient care and make the most efficient use of resources.

These are just two of the 21 initiatives from across the province.

TELEWOUND CARE

Telewound care linked plastic surgeon Dr Tony Papp, who heads complex wound and burn care in Vancouver Coastal Health, to patients in Bella Bella and Powell River. Equipment for the link-up has been placed

directly in Dr Papp's office, removing the need for him to alter his office hours for patient visits and be in another location. He worked the telehealth consult into his regular day. When the time comes the patient, instead of being in an examining room down the hall, is on his monitor.

"It is super easy. I sit in my office, I turn on the device, and there they are," says Dr Papp. He is assisted by wound care nurses or GPs at the remote site, who round out the team. It is easy and cost effective for patients, too, because they don't have to travel to receive care. ►



BEDSIDE ECHO TRAINING

The SSC also funded a bedside echocardiology course, teaching remote internal medicine doctors to quickly diagnose heart problems using a hand-held ultrasound device. Because echo capability was often hours away from these rural hospitals, the training not only helped save lives but was also a cost-effective option for the health

care system. After using the technology to diagnose pericardial effusion in an elderly cancer patient, Dr Chester Morris, based in Port Alberni, has adopted the technology into his daily practice. Says Dr Morris, "I'm now using it almost every day. It is so practical and effective. I think it's the future of medicine."

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Innovating Together



THE PRESIDENT'S TOUR:

Partners in Progress

Over the last year, Doctors of BC President William Cunningham visited 35 communities across British Columbia to foster a more direct connection with our members. In this second year of the President's Tour, and as a part of our promise to be partners in progress, Dr Cunningham engaged members in one-on-one meetings to better understand what was on their minds.

From his visits, we learned of your concerns arising from the challenges of physician shortages, especially in rural areas, and the need to improve working relationships within the health care system. Additionally, members' thoughts on scope of practice and how they were being represented by Doctors of BC—both in what we are doing well and what we need to do better—were explored.

We also saw first-hand some of the great work our members are doing in their communities to improve the delivery of health care. In Prince George, we visited the Blue Pine Clinic and experienced some of the groundbreaking work doctors in the Thompson Division of Family Practice are

achieving in primary care. And Penticton physicians led a powerful advocacy effort to get funding for a new hospital, showing us that success is achievable when we work as one cohesive group. These success stories are not limited to just these two communities; we saw and heard such stories everywhere we travelled.

Overall, one of our biggest learnings was that while doctors may face unique circumstances based on where they practice, ultimately, we are all united in one purpose: to provide quality patient care and to make a meaningful difference. Through the annual President's Tour, we strive to support this promise, not only by getting to know you better, but also by taking seriously your concerns and incorporating them into our yearly planning.



MEDICAL PROFESSIONALISM PAPER:

Strengthening Our Professional Relationships

Practising medicine is very much about relationships, and as we strive to provide quality patient care, the relationships between doctors as colleagues, with patients, and with administrators are more important than ever. With shifts in the world of health care—including advances in technology and health care funding pressures—it's becoming more and more challenging to meet expectations around medical professionalism.

In our paper, *Working Together: An Exploration of Professional Relationships*, published in September 2013, we examine opportunities to help doctors develop strong relationships with all our partners, to help achieve a stronger health care system. However, we need to continually work to build stronger relationships with all of our partners.

One of the main recommendations calls for Doctors of BC to work with health authorities to create an environment that promotes professional working relationships. We are now working on a number of initiatives that will set the conditions to support better engagement between doctors and administrators. We believe that engaged physicians who work on the front lines of health care will have a more powerful voice to promote innovation and positive reform.

Working Together

A GP FOR ME:

Delivering Quality Patient Care

The General Practice Services Committee introduced an initiative designed to increase capacity and access so that patients who want a family doctor will be able to get one, and to strengthen the doctor-patient relationship. A GP for Me is all about nurturing those relationships.

Features of the new program, launched in February, include: funding to enable family physicians to consult with patients by telephone, incentives for physicians to take on patients with complex conditions such as cancer onto their caseloads, and funding to support local physician groups (divisions of family practice) to work collaboratively with health authorities to support better local access to primary care.

Understanding that collaboration is key, divisions of family practice are engaging with health authorities, local community partners, and patients to help create an empowering environment whereby doctors feel supported and patients understand they too play an important role as partners in health care.

This program is based on successful pilots in three communities that matched patients with doctors. As a result of the prototypes, 9,400 patients were matched with family doctors in White Rock-South Surrey, Cowichan Valley, and Prince George.

- In White Rock-South Surrey, seven new doctors were recruited and a primary care access clinic was opened to provide transitional and long-term care for patients who were difficult to attach to traditional primary care practices. Physicians were offered practice coaching to enhance their quality of care, and matching grants were offered to allow practices access to registered nurses and other allied care providers.

- The Cowichan Valley Division of Family Practice established a new maternity clinic in Cowichan District Hospital, a new locum program, and an Aboriginal health working group, all of which helped increase capacity, so that doctors could take on more patients. In addition, a support program for hospitalized patients without a family doctor, a community primary care clinic, and a practice coaching initiative focused on use of electronic medical records, efficiency, and quality of care were all in the planning stages.
- In Prince George, eight new doctors were added to the community. The initiative funding helped develop and implement a coaching resource for ►

family doctors, as well as opened the Blue Pine Primary Health Care Clinic—in partnership with the Northern Health Authority—for patients who needed team-based care, or who did not have a physician. A residential care program and a community resource network were also implemented to provide continuous care for those in residential facilities and to help recruit new physicians.

These are just some of the examples of success. As divisions of family practice in communities throughout BC ramp up their work, we will see more patients get access to a family doctor. It's important because we know that a strong primary care system means patients get better-quality care and have better health outcomes.



Building Together



Better. Together.

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