



THIS IS LEADERSHIP

2015/2016 ANNUAL REPORT

**doctors
of bc**



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INSPIRING CHANGE. OVERCOMING OBSTACLES.
SPARKING INNOVATION.

To be a leader takes more than just skill and experience. As part of our 2015-2016 Annual Report, we are celebrating a few of the medical leaders in British Columbia who go above and beyond every day as pioneers in their respective fields of medicine.



Message from the CEO

RECOGNIZING OUR PHYSICIAN LEADERS

As I look back on the work of Doctors of BC in 2015–2016, I think about the role of so many physician leaders who are promoting positive change for our patients, the health care system, and the profession.

This year, Doctors of BC has supported the leadership of physicians and the profession as a whole on a number of fronts. The Ministry of Health released a series of policy papers with proposed changes in the area of primary care, surgical care, and rural health. Physicians and staff have been working together to ensure we have a strong voice and a leadership role in helping to shape those changes.

Another focus for the year has been establishing Medical Staff Associations, empowering facilities-based physicians to have a greater voice and influence in health authority decision making. At the time of writing, 47 societies are in various stages of incorporation and we are working hard to build a strong foundation to ensure their success. Meanwhile, we continue to support and strengthen the work of all our collaborative committees and programs.

Physician leaders have played and will continue to play a critical role as we move forward in a time of change. This year in our Annual Report, we profile just a few of those leaders who share their personal stories. Through their stories, you will also learn about the many leadership skills training and opportunities provided by Doctors of BC.

One of the important supports we provide at Doctors of BC is our member services. This year we made significant strides in some key areas. We introduced free Legal Expense Insurance; and we have endorsed MedRecords, a BC-based non-profit organization that scans medical records and digitally stores them at a reasonable cost to physicians. I want to thank our members' services and benefits departments who provide exemplary service to our members.

I also want to personally thank all of the staff of Doctors of BC who are committed to doing a great job and providing value for our members. Their energy and dedication are greatly appreciated by every one of us.



Allan Seckel
CEO



Dr Charles Webb

PRESIDENT

President's report

THE INNOVATION THAT COMES FROM WORKING COLLABORATIVELY

My year as President of Doctors of BC has been extremely rewarding. I am excited to see the progress we have made in engaging physicians to make positive change—for our patients, the health care system, and our profession.

A key priority this year has been to support and empower our medical students and residents—they are our doctors of tomorrow and our future. Ensuring they have a solid foundational base as they embark on their careers is vital to their success. To help them on this journey each year Doctors of BC hosts a number of annual mentorship and informational events targeted directly at engaging with our future colleagues—events that wouldn't be possible without the help of our members. Such events include CaRMS Mock Interview sessions, Find Your Match events, and the Transition Tuesdays series.

A highlight of the year has been the development of our Medical Staff Associations as part of our facility engagement initiative funded through the Physician Master Agreement. The goal is to encourage facilities-based doctors to engage with each other to secure a stronger and more meaningful voice in health authority decision making. This is fantastic work which will only continue to build and grow in the coming year.

I am also proud of the work the Governance Committee has undertaken in seeking input from the membership and in developing different models to change the governance structure of Doctors of BC, the first steps in moving toward a smaller Board. Our goal is to provide maximum responsiveness and flexibility in the governance of your organization while at the same time ensuring that members around the province are well represented. It is our hope that a referendum will be coming to you later this year.

Chair of the Board's report

AN ORGANIZATION OF INFLUENCE

The Board of Directors continues to be guided in its work by 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 the ultimate goal of the maximal professional satisfaction of our members. We are now at the end of our second year of our three-year Strategic Plan that focusses on engaging with members and partners, providing excellent member services, and creating and maintaining a supportive organization.

This past year has seen all Board meetings off site as our building undergoes significant technological and infrastructure upgrades. All levels of our staff of over 200 have been extraordinary in their dedication to our organization throughout the upheavals and relocations. Our CEO Mr Allan Seckel has done an outstanding job of shepherding us through this process and ensuring staff engagement. We could not manage off site without the guidance and support of Ms Christine Donnelly, Manager of the Executive Office.

Thank you to the Board delegates who have also managed the transition to off site meetings, and provided direction and support over this past year. This dedicated group of physicians takes time away from busy practices and from their families to work on behalf of all members of Doctors of BC. The strong working relationship between Board delegates, an outstanding staff led by Mr Seckel, and an increasingly engaged and expanding membership leads our efforts in developing and maintaining our reputation as an organization of influence in the development of health care policy and the provision of health care services in our province.

Highlights of the work of your Board of Directors over the past year include:

- Review and approval of Joint Collaborative mandates.
- Review and revision of Physician Health Program governance and funding.
- Analysis and response to Ministry of Health policy discussion papers on the areas of primary and community care, rural health services, and surgical services.
- Governance Committee development of the proposal for governance reform, including engagement with our members.
- Financial oversight of a three-year financial plan and approval of annual budget.
- Expansion and improvements to member benefits, including expanded coverage and/or program availability for medical students, residents, and first-year-in-practice physicians.
- Facilities engagement and development of Medical Staff Associations.
- Changes to the composition of the Doctors of BC caucus to CMA.



Dr Mark Corbett

CHAIR OF THE BOARD

THIS IS LEADERSHIP: PROFILES

This year, we've focused our report on physicians within the province challenging the status quo within their respective areas of practice. Their stories represent just a handful of the examples throughout British Columbia of forward thinking innovation and medical leadership.

You will learn about how:

[Dr Arun Jagdeo](#) has stepped up as an emerging physician leader by taking on multiple leadership roles as a resident

[Dr Fiona Duncan](#) is representing family medicine provincially through the A GP For Me Working Group

[Dr Ahmer Karimuddin](#) is improving Enhanced Recovery After Surgery (ERAS) coordination

[Dr Sandy Whitehouse](#) is transforming care for youth who have grown up with complex medical conditions

[Dr Davidicus Wong](#) is crafting the Empowering Patients health education program



DR ARUN JAGDEO

SHAPING OUR OWN FUTURE

Dr Arun Jagdeo, a psychiatry resident, is one of BC's young, emerging physician leaders.

In addition to the usual hectic resident's schedule, Dr Jagdeo is also fully immersed in helping to improve our health care system and to empower the physicians who work in it. He doesn't think this is an additional responsibility—he feels it's essential—and sees physicians' work as a calling, not a job. "To me it's a civic duty—a way to validate our role as leaders in the health care system." This is the driving force behind Dr Jagdeo's motivation to be a physician leader.

"I see physicians as healers, not mere service providers, and, as such, I view us as persons who hold a great deal of power. As a profession, medicine has offered me a great many opportunities for personal growth and contribution to society, and in return, I'm compelled to help make our profession the symbol for all that is good in the world."

Dr Jagdeo stepped up in a big way through his work with Resident Doctors of BC, where he is a past-president and played a significant role in enhancing residency education. His greatest effort and the one he is most proud of has been expanding the scope of the organization, which is now also represented in the vital area of health human resources. He says that residents' efforts can often be overlooked because of their youth, and encourages them to become engaged and follow their passion.

"The next 10 to 20 years hold big opportunities and challenges," he says. "Ones that have the ability to transform how we deliver health care to Canadians." His advice for residents is to not limit their imagination and to always remember that change is inevitable.

For the last 5 years, Dr Jagdeo has pursued his interests on the national scale by joining the BC delegation to the CMA General Council, and has been a member of the Doctors of BC Council on Public Affairs and Communications. He was awarded the Doctors of BC Changemaker Award in 2015 for his political advocacy work on bringing issues such as physician recruitment and retention, the provision of culturally sensitive care, and the management of medical student debt to the attention of the provincial government. "We don't always receive validation for our efforts, and that's why it was especially meaningful to be recognized," he says.

Role models have been and continue to be important to Dr Jagdeo. Mentors include Drs Carol-Ann Saari, Biju Mathew, and Chris Gorman from the BC Psychiatric Association, Dr Roger Wong, UBC Postgraduate Medical

Education associate dean, and Dr Ladan Sadrehashemi, UBC Postgraduate Education program director. "Each of these influential people has modeled what the potential for change can be," he says. "Of course, I could list a dozen inspirational physician leaders on the fly. What makes them inspirational is how they enable others and give hope that our profession is changing and evolving."

Between his professional and advocacy work, Dr Jagdeo doesn't have a lot of free time. But there is always more to do. When asked if he sees himself running for president of Doctors of BC one day, he says with a smile, "you never know."



Click to play video | Or watch at <https://youtu.be/ext9cJRUBF8>

DR FIONA DUNCAN

BALANCING PERSPECTIVES, LISTENING DEEPLY

Dr Fiona Duncan's leadership is fueled by the same passion that draws her to family medicine. "It's an opportunity to create a meaningful connection with people to facilitate change. If we learn to listen deeply, and open ourselves up to considering ideas that are different from our own, it can make us better as people, as physicians, and as leaders."

Dr Duncan is the physician co-chair of the A GP for Me Working Group. The ambitious provincial initiative both funds and supports local primary care change through the work of divisions of family practice in more than 220 BC communities, while meeting provincial goals to improve patient access to primary care.

Dr Duncan was inspired by the work of Dr Brenda Hefford who held the co-chair role before her, and curious about the leadership work that would be needed to shepherd an initiative that brings together local strategies under a provincial umbrella.

"One of the challenges of this role is understanding and appreciating the different individual, local, and regional perspectives necessary for an initiative like this to be successful, while striving to find that balance between achieving the overall goals and principles," she says.

Balancing various interests extends to Dr Duncan's other work as a Vancouver Division of Family Practice board member and GPSC member—and family physician who, for over a decade, has cared for patients in a practice she loves.

Her leadership growth been supported in a variety of ways by Doctors of BC collaborative programs. "I participated in the SFU leadership program through my division," she says. "That gave me tools and resources around leadership and governance that I use daily in in my roles."

Dr Duncan is in a unique position of representing the provincial point of view, while 1300-plus other family physicians are, in turn, actively leading primary care change in their own communities through A GP for Me. "Asking family physicians to lead this kind of change is truly innovative."

She notes that when physicians are given the opportunity to lead initiatives locally,

regionally, and provincially, there is greater opportunity for effective, sustainable change. "It creates opportunities for innovative solutions that come from a place of experience on the ground."

While physicians bring strengths to the table, Dr Duncan says she has gained an appreciation for the amount of help needed to manage change; and the value of forming teams that include non-medical experts such as project managers, business analysts, and change management professionals. "It's been a surprise, but a welcome one, because it's key to implementing sustainable and effective change."

Dr Duncan sees teamwork at all levels making a difference for patients, for providers, and the province as a whole. "It's truly rewarding to see the huge amount of change that's happening around the province to facilitate better patient access to quality primary care, and in a way that is sustainable."



More

Learn more about the provincial A GP for Me initiative at

www.agpforme.ca



Click to play video | Or watch at https://youtu.be/h9pLJE_hrLw



DR AHMER KARIMUDDIN

MAKING MEANINGFUL CHANGE HAPPEN

Vancouver general surgeon Dr Ahmer Karimuddin attributes his leadership activities to his parents. “They always told me, ‘don’t just complain about something—do something about it’.” This principle has driven Dr Karimuddin from the beginning of his academic journey, through his career, and continues today.

From high school working on the student council to university being involved as president for a number of organizations, as well as being on the student union, Dr Karimuddin has demonstrated his leadership skills. He continues to be involved in helping make change happen.

Not only is he past-president of the Doctors of BC Section of General Surgery, but he is the current surgical co-chair of the Enhanced Recovery after Surgery (ERAS) Collaborative. A provincial initiative that Dr Karimuddin has been involved with since its early days, ERAS has established certain processes and uses best practices to help patients recover quickly from surgery.

His interest in forging a path outside the status quo began while training in Saskatchewan. A physician leader who Dr Karimuddin admired instilled the value of “walking the talk” by telling him, “If you’re not a good clinician, no one cares how good you are as a leader.” For Dr Karimuddin, this reinforced that you have to be a good role model if you expect others to follow your lead.

To ensure he remains in top form, Dr Karimuddin is currently attending the UBC Sauder School’s Physician Leadership Program with funding provided by the Specialist Services Committee. He says, “In the past, I attempted change management in a very simple way, now I’m learning about change management processes, as well as better developing my leadership skills.”

Dr Karimuddin derives great satisfaction from treating his patients, but, he says, “I know I can impact many more patients when I remain focused on the larger picture,” which is how his ERAS work fits in.

Years ago, in a propitious conversation with dietician Dr Corilee Watters, he learned that doctors’ nutrition orders were either missed or not standardized, and that there needed to be better collaboration between doctors, nurses, and dieticians to ensure patients’ needs are met.

Dr Karimuddin realized that although individually health care providers strive to provide the best care, without better coordination among each other they could still be failing. Today ERAS is all about breaking down those silos through collaboration, and ensuring the proper processes and best practices are in use.

Dr Karimuddin focused on applying ERAS to colorectal surgery while working in Victoria. Around that same time, three other hospitals in British Columbia began to also implement ERAS. Each facility was doing their own thing and great progress was made, but as he notes, “sometimes they were independently duplicating work.”

It wasn’t until the ERAS project was brought to the Specialist Services Committee by Dr Ron Collins that it became a provincial initiative and a more comprehensive approach was implemented. As the surgical co-chair, Dr Karimuddin expects to continue using his growing leadership skills to inform his work with the Joint Clinical/Collaborative Committees. “Doctors of BC really provides physicians with the tools to collaborate and the structure to help remove barriers,” says Dr Karimuddin, and this gives physicians a role in both making improvements and influencing policy that ultimately delivers improved quality patient care.



More

Learn more about the beginnings of **ERAS**

Visit the **Enhanced Recovery BC website**



Click to play video | Or watch at <https://youtu.be/CODLoU4EXUM>

DR SANDY WHITEHOUSE

LEADING YOUTH SAFELY INTO ADULTHOOD

Dr Sandy Whitehouse, physician lead for the Youth Transitions initiative, believes the qualities of a leader include humility, clear-sightedness, sound ethics, an ability to get to the heart of an issue, and not being shy to state an opinion. Throughout her career, and even as an intern, Dr Whitehouse has sought mentors with these qualities. Most recently that role is being filled by Dr Doug Cochrane. “I don’t think he knows that,” she says. “I go to him when I need advice, listen to what he says, and then I channel him.”

Leader mentorship and support from Doctors of BC has provided Dr Whitehouse with the opportunity to assume a leadership role in transforming care for a vulnerable cohort of patients in BC—youth who have grown up with complex health conditions.

Dr Whitehouse’s interest in youth health has been long-standing. She tells the story of her time working as a pediatric trainee at a summer camp for diabetic youth in Northern Ontario, accompanied by her specialist husband. One of the staff was a 22-year old nursing student who also had diabetes—the kids looked up to her and thought she was cool. One day she went to Dr Whitehouse saying she couldn’t see out of her right eye. It turned out she had not been managing her diabetes after aging out of Sick Kids in Toronto at age 19. Dr Whitehouse’s husband was certain she would have died within 5 years had she continued that way.

Dr Whitehouse realized that this was an issue no one was thinking about. “There are risks for youth with complex conditions moving from the pediatric system to the complicated world of adult care, she says. “These youth feel they have nowhere to go, and no one to help them manage their complex health issues.”

With children suffering from chronic diseases such as cystic fibrosis and muscular dystrophy increasingly surviving into adulthood, with 1,700 aging out of BC Children’s Hospital each year, Dr Whitehouse recognized the need to find ways to reduce risks and improve coordination between pediatric and adult care systems for these vulnerable youth.

The On Trac and the Youth Transitions initiative, supported by Doctors of BC’s

collaborative committees, Child Health BC, and other partners, with Dr Whitehouse as physician lead, focused on better equipping both patients and providers for the transition. Communication tools and resources, transfer of medical information, new fee codes, expedited referral processes, among other strategies, were developed to bridge the gaps between youth and adult systems. Youth are prepared earlier for their move, and empowered to better manage their own care, and providers are available and better informed to make the complex care decisions required during the course of their patients’ development.

An important part of leadership, says Dr Whitehouse, is “choosing priorities and looking at where you can really make your mark. The support of Doctors of BC gave us the opportunity and time to engage and build relationships with our partners to determine how we could collaborate successfully.” She acknowledges that it’s hard work, “you can’t just expect people to jump on board and say, ‘this is fantastic.’ But there are those ‘aha’ moments when someone picks up the baton and takes ownership—that is very rewarding.”

More



[A video of a patient with very complex conditions who went back to Children’s Hospital at age 29 because she couldn’t find the appropriate care.](#)

[An article from the *BCMJ* on the Youth Transitions project.](#)



Click to play video | Or watch at <https://youtu.be/aj14XPx28QE>





DR DAVIDICUS WONG

EMPOWERING OUR PATIENTS

You may have heard of Dr Davidicus Wong. For nearly 25 years, the family doctor from Burnaby has written a regular column published in community newspapers that focuses on empowering people to live a healthy lifestyle and to help them navigate the health care system.

Dr Wong has a mission, and it's all about leadership—of himself and others. “My personal mission is to achieve my positive potential in life and to help others achieve theirs,” says Dr Wong. “In all these roles, I try to inspire physicians and patients to see themselves as agents of positive change.”

As part of this goal, Dr Wong and the team of doctors at Burnaby Division of Family Practice created the Empowering Patients health education program. Through this program, Dr Wong leads a series of free public workshops that take place in Burnaby's libraries, schools, and community centres. “Recognizing the need for unbiased, evidence-based health information for the public, I created a curriculum of key health topics to empower the average individual to stay healthy, prevent illness, and manage chronic health conditions,” says Dr Wong. Core topics of the program include healthy eating, healthy physical activity, emotional wellness, and healthy relationships.

“Our Empowering Patients public health education program has sent a clear message to our community,” says Dr Wong. “Family physicians care not only for the patients in their practices; they care about their community.” Materials developed for this program are available for use by other divisions of family practice across the province.

An important aspect of physician leadership involves bringing partners to the table. For example, Dr Wong is a member of Burnaby's Healthy Community Partnerships Committee, where, he says, “I learned the synergy of sitting at the same table with representatives from city planning, engineering, parks and recreation, the school district, public health, and Fraser Health—all working to improve the health of our community.”

As the founding chair of the Burnaby Division of Family Practice, Dr Wong has appreciated the support of the GPSC and its leadership training through the SFU's Beedie School of Business—funded by the GPSC Leadership Management Development Program. The training and support offered to him and his colleagues, he says, have been integral to the success of the Burnaby Division.

“The GPSC's Practice Support Program has transformed how physicians see themselves,” says Dr Wong. “With GP champions sharing their successes in practice improvement, they have been inspired to make positive changes in both patient care and the quality of their work lives.”

It's important that physicians grow their leadership skills because “physicians as leaders inspire their colleagues,” says Dr Wong. “They bring credibility, collegiality, and reality to our shared vision to meet the challenges of the day, to seize new opportunities, and to create new solutions. Physician leaders show the rest of the world that we care and want to participate at every level.”

When asked who influenced him the most, Dr Wong points to Dr Dan MacCarthy—Dr Wong's own childhood family doctor—who had a vision of what family practice should look like. As director of professional relations for Doctors of BC (then the BCMA), Dr MacCarthy forged relationships and collaborations to help bring the GPSC to where it is today.

Keep an eye out for Dr Wong's work through the Burnaby Division's and Doctors of BC's web sites. As well, each May you can see Dr Wong not only leading the Burnaby Division's Walk with your Doc event, but also the Vancouver kickoff event. He'll be the one at the head of the pack.



Click to play video | Or watch at <https://youtu.be/vv8NWHq5D2A>



2015-16 WHITE REPORT

The 2015-16 White Report covers the incredibly valuable work of the committees, councils, sections, societies, and organizations affiliated with Doctors of BC.

These groups and individuals are truly the heart of our organization, which depends greatly on the contributions of the esteemed physicians who serve on them.

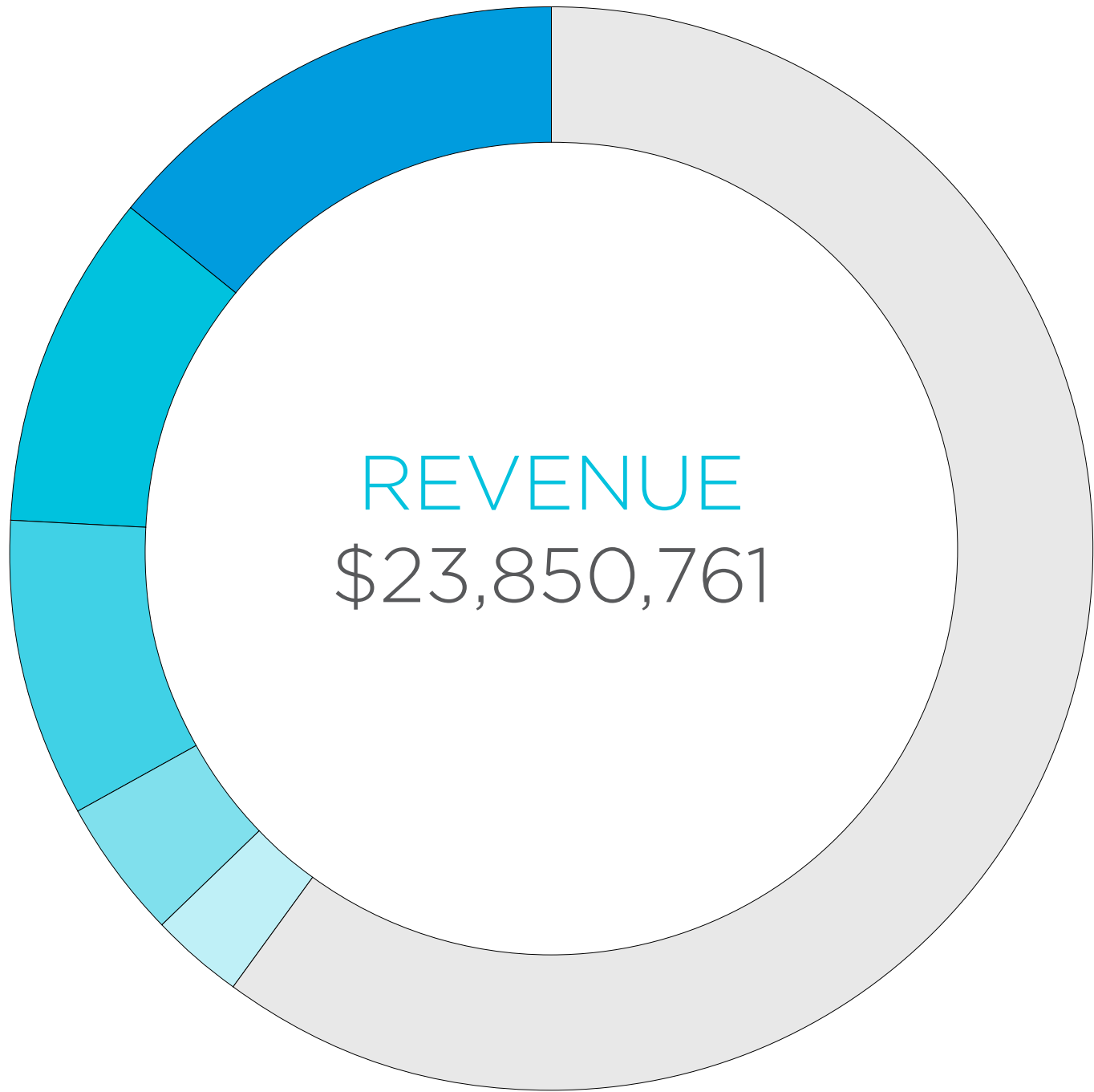
The White Report is available for [download as a PDF](#) or for a printed copy please call 604 736 5551 or toll free at 1 800 665 2262.

2015 FINANCIAL HIGHLIGHTS

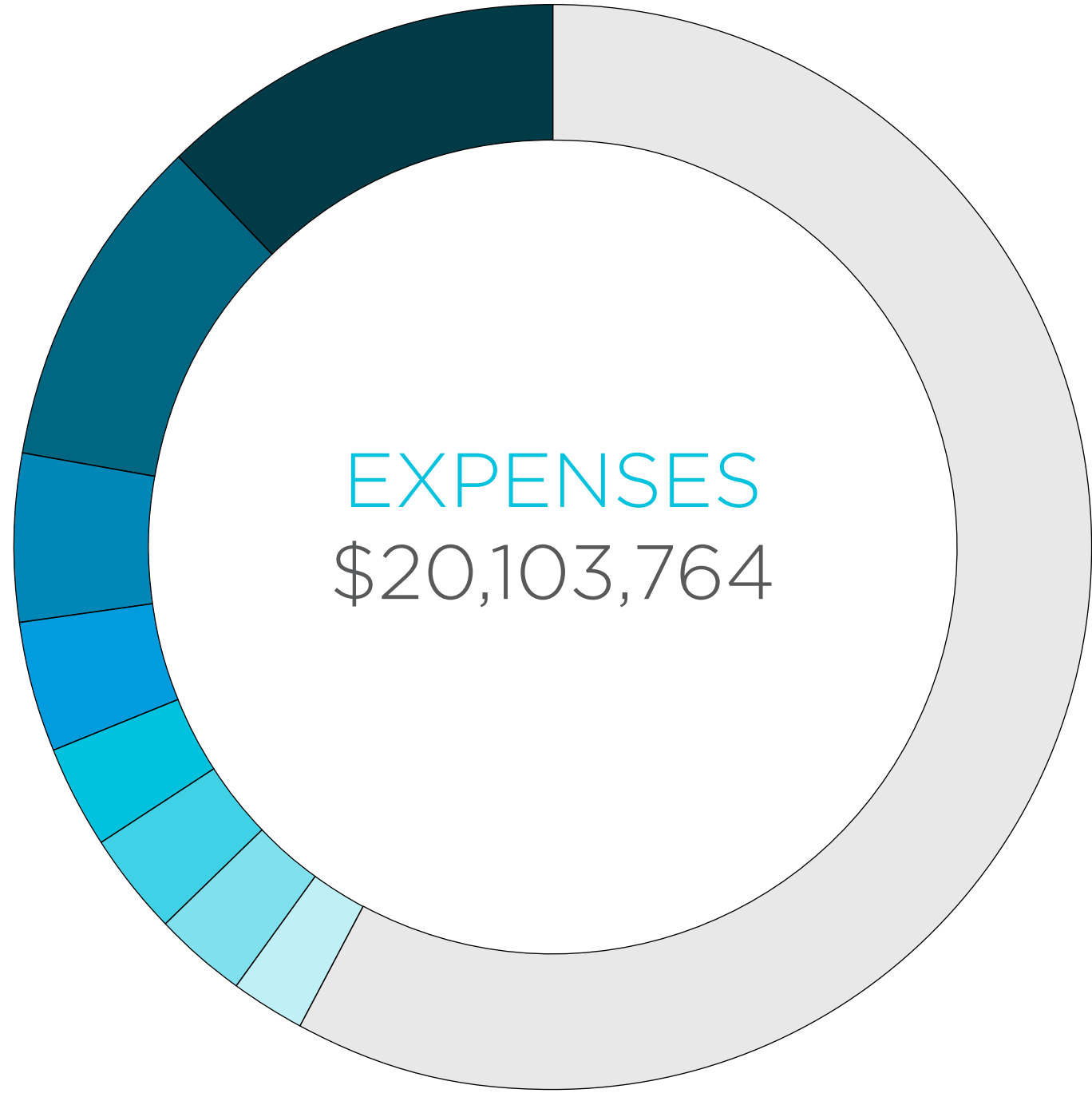
Doctors of BC is dedicated to making a real impact on the lives of physicians and on the health care system within British Columbia. We have committed to managing the organization in a fiscally sound way, and to provide trusted, cost-effective services for members.

Complete audited financial statements are available for download as a [PDF](#).

You can also download our full [Strategic Plan](#) for more information.



- ▲ Contributions **\$766,665**
- ▲ Building Rents **\$1,033,733**
- ▲ Management Fees **\$2,258,000**
- ▲ Insurance and Administration Fees **\$2,330,774**
- ▲ Investment and Misc. Income **\$3,303,934**
- ▲ Membership Dues **\$14,157,655**



- ▲ Physician health program **\$300,000**
- ▲ Marketing and communications **\$590,294**
- ▲ Building - rented portion **\$599,164**
- ▲ Occupancy **\$666,108**
- ▲ Designated programs expenses **\$766,665**
- ▲ Consulting and professional fees **\$996,951**
- ▲ Office **\$1,986,713**
- ▲ Committee costs **\$2,445,163**
- ▲ Salaries and benefits **\$11,752,706**

NET ASSETS

2015	\$35,656,776
2014	\$31,909,779
2013	\$31,201,224
2012	\$29,316,905
2011	\$26,395,406
2010	\$24,730,666
2009	\$22,072,446
2008	\$20,246,940

MEMBERSHIP DUES

2016	0%
2015	0%
2014	0%
2013	0%
2012	2%
2011	0%
2010	0%
2009	0%
2008	0%

% increase

SENIOR STAFF & BOARD OF DIRECTORS

Senior Staff

Mr Allan Seckel, CEO
Ms Marisa Adair, Executive Director of Communications and Public Affairs
Mr Jim Aikman, Executive Director of Economics and Policy Analysis
Dr Sam Bugis, Executive Director of Physician and External Affairs
Dr Andrew Clarke, Executive Director of the Physician Health Program
Ms Amanda Corcoran, Chief Human Resources Officer
Ms Cathy Cordell, General Counsel
Mr Peter Denny, Chief Infrastructure Officer and Director of Information Technology
Dr Brenda Hefford, Executive Director of Practice Support and Quality
Mr Rob Hulyk, Director of Physician and External Affairs
Ms Sinden Luciuk, Director of Members' Products and Services
Mr Tod MacPherson, Director of Negotiations
Mr Paul Straszak, Executive Director of Negotiations
Ms Sarah Vergis, Chief Financial Officer and Director of Members' Benefits
Ms Deborah Viccars, Director of Policy

Board of Directors

Dr Mark Corbett - *Chair of the Board*

Officers

Dr Charles Webb - *President*
Dr Alan Ruddiman - *President-Elect*
Dr Bill Cavers - *Past President*
Dr Eric Cadesky - *Honorary Secretary Treasurer*
Dr Trina Larsen Soles - *Chair of the General Assembly*

Delegates

Lower Island (District 1)

Dr Eugene Leduc
General Practice, Victoria

Dr Gerald Tevaarwerk
Endocrinology, Victoria

Dr Robin Saunders
General Practice, Sooke

Upper Island (District 2)

Dr Anthony Booth
Nephrology, Nanaimo

Dr Robin Routledge
Psychiatry, Duncan

Vancouver (District 3)

Dr Alex She
General Practice, Vancouver

Dr David Kendler
Endocrinology & Metabolism, Vancouver

Dr David Wilton
General Practice, Vancouver

Dr Geoffrey Ainsworth
Psychiatry, Vancouver

Dr Joanne Young
General Practice, Vancouver

Dr Kaiyo Nedd
General Practice, Vancouver

Dr Lloyd Opiel
Emergency Medicine, Vancouver

North Vancouver / West Vancouver / Squamish Hwy (District 4)

Dr Michael Marshall
General Practice, North Vancouver

Burnaby (District 5)

Dr Jean-Noel Mahy
General Surgery, Burnaby

New Westminster/ Coquitlam (District 6)

Dr Jeffrey Dresselhuis
General Practice, Burnaby

Fraser Valley (District 7)

Dr Peter Barnsdale
General Practice, Mission

Dr Ralph Jones
General Practice, Chilliwack

Richmond / Steveston / South Delta / Ladner (District 8)

Dr Barry Koehler
Internal Medicine, Richmond

Skeena (District 9)

Dr James Chrones
General Practice, Cranbrook

Thompson (District 10)

Dr Shirley Sze
General Practice, Kamloops

Cariboo (District 11)

Dr Dan Horvat
General Practice, Prince George

Peace River (District 12)

Dr Charl Badenhorst
General Practice, Fort St John

Okanagan (District 13)

Dr Alan Gow
Family Practice, Salmon Arm

East Kootenay (District 15)

Dr Fraser Bowden
General Practice, Cranbrook

West Kootenay (District 14)

Dr Cheryl Hume
General Practice, Trail

Surrey / White Rock (District 16)

Dr Luay Dindo
General Practice, Surrey

Dr Sanjay Khandelwal
General Practice, Surrey

CMA Delegates

Dr Carole Williams
Representative to the CMA
Board of Directors

Dr Nasir Jetha
Representative to the
CMA Board of Directors

Dr Shelley Ross
Representative to the
CMA Board of Directors

Dr Granger Avery
CMA President-Elect,
CMA Board of Directors

Invitees

Ms Tiffany Lam
Representative, Medical Undergraduate Society

Dr Vishal Varshney
Representative, Resident Doctors of BC

