

Physician + Health Program

2024 Annual Report

Supporting doctors through it all

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doctors
of **bc**



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Strategic Plan

PHP'S (PHYSICIAN HEALTH PROGRAM'S) VISION

To support a healthy, empowered physician community and be a trusted service in times of need.

PHP'S MISSION

To care for the health of BC physicians, residents, and medical students, and their family members by providing confidential, accessible services and collaborating with physician health partners.

PHP'S STRATEGIC PRIORITIES: 2023-2026

- Enhancement of support provisions
- Grow as a culturally safe program
- Proactively educate and engage
- Build community and partnerships

Logic Model

The Physician Health Program logic model shows how the resources and activities implemented by PHP relate to the intended outputs, outcomes, and overall impact of the Program, which align with the 2023-2026 strategic priorities.

INPUTS →	ACTIVITIES →	OUTPUTS →	OUTCOMES →	IMPACT
Funding for program operations Steering Committee for governance and oversight Program staff for clinical service, program planning and implementation Telus Health for intake and counselling Partnerships with organizations with physician health priorities	Deliver personalized confidential clinical services such as counseling, peer support, return to work, and family doctor matching	# of PHP clients supported # of counseling sessions offered # of Program Physician Interviews offered # of primary care provider connections # of group participants	Physicians experience improved health and wellbeing PHP is accessible to eligible persons who need it PHP is a trusted program to physicians and stakeholders Increased awareness of PHP PHP contributes to supporting healthy workplace cultures	PHP Vision: Support a healthy empowered physician community, and be a trusted service in times of need Doctors of BC Purpose: Working together, we make a difference for BC doctors so they can make theirs Quadruple Aim: - Improving patient and provider experience - Advancing population health - Reducing cost
	Deliver presentations and workshops	# of presentations and workshops		
	Implement the PHP-JCC Peer Support Initiative	# of peer supporters trained # of peer support interactions		
	Build a Physician Wellness Network	# of PWN member organizations		
	Communicate with and engage partners	Trusting and collaborative relationships with partners		
	Facilitate opportunities for building PHP team culture, and continuous learning	PHP team is skilled and high-functioning		

Governance structure and funding

The Physician Master Agreement (PMA) is negotiated between Doctors of BC and the BC Government. PHP's funding is currently outlined in Article 6.9 of the 2014 Benefits Subsidiary Agreement, which is part of the PMA. Doctors of BC and the government sign a separate Letter of Expectations that acts as the terms of reference for the Physician Health Program Steering Committee. The Steering Committee governs PHP, consistent with the oversight of other collaborations between the government and Doctors of BC. The committee is expected to develop a multi-year strategic plan for PHP that reflects the priorities of both Doctors of BC and the Ministry of Health. It is also responsible for approving an annual work plan and budget, as well as a report on the past year's activities. Additionally, the committee creates policies that serve as decision-making guides for staff regarding PHP's daily operations.

A new PMA was reached in 2022 between Doctors of BC and the BC Government. The Ministry of Health assumes responsibility for most of PHP's funding needs, similar to its role with the Joint Clinical Committees (JCCs) – the Family Practice Services Committee (FPSC), the Shared Care Committee (SCC), and the Specialist Services Committee (SSC).

The Canadian Medical Association (CMA), Scotiabank, and MD Financial Management Inc. (MD) CMA Physician Wellness+ Initiative awarded PHP \$1 million over four years (\$250,000 annually starting in Fall 2020). This funding continues to support innovative services and programs that address gaps in physician wellness services.

PHP also maintains service agreements with the BC Dental Association (BCDA), Newfoundland and Labrador Medical Association (NLMA), and the Medical Society of Prince Edward Island (MSPEI), offering a similar range of services to physicians and dentists in these organizations as PHP provides to BC physicians. PHP's collaborative efforts with these organizations are referenced below, but are not the primary focus of this report.

COMMITTEE MEMBERS (AS OF DECEMBER 31, 2024)

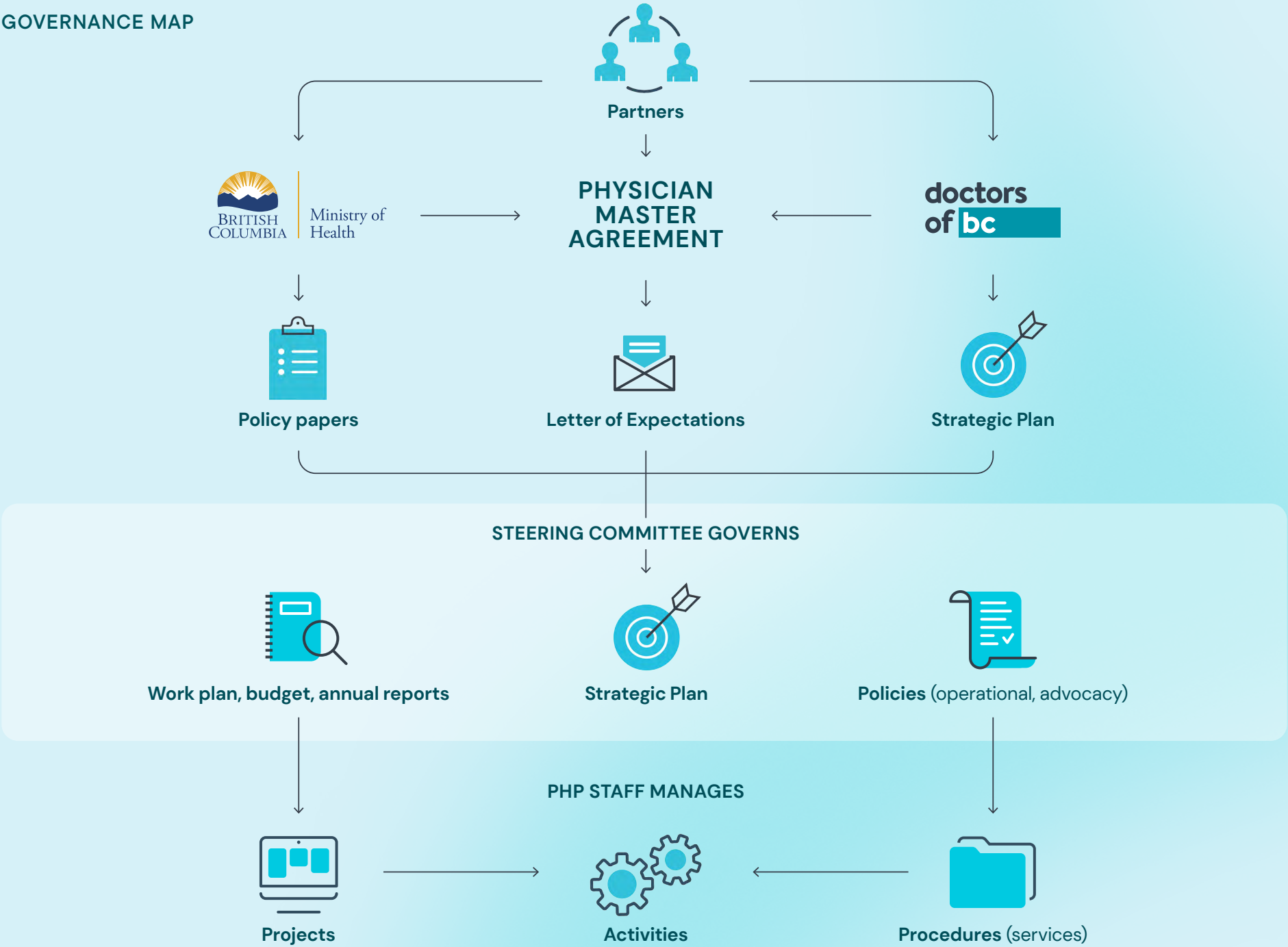
- **Mandy Manak**, Doctors of BC Co-Chair
- **Jess Bossert**, Ministry of Health Co-Chair
- **Deema Jassi**, Doctors of BC Representative
- **Marie-Claude Grégoire**, Doctors of BC Representative
- **Leah Fernando**, Ministry of Health Representative
- **Dorothy Williams**, Ministry of Health Representative

PROGRAM STAFF (AS OF DECEMBER 31, 2024)

- **Executive Director:** Tom Rapanakis
- **Physician Lead:** Anne Nguyen
- **Manager of Clinical Services:** Kristina MacKay
- **Manager of PHP Business Operations:** Patzi Baranowska
- **Manager of Physician Health Outreach:** Navjot Gill
- **Program Physicians:** Karen Palmer, Doug McGhee, Peter Gibson, Maureen Mayhew, Joyce Coutts
- **Consulting Psychiatrist:** Kathleen McGarvey
- **Clinical Coordinators:** Dalal Badawi, Carol Faris, Julie Longo, Hilary Nolle, Dolores Langford, Emily Fetterly
- **Administrative Support Team:** Mark Lee, Natasha Dias, Jasmine Kim, Ines Becker, Karla Corte



GOVERNANCE MAP



Report on activities

PLANNED WORK

The 2024 Work Plan for the Physician Health Program included:

- Continued provision of clinical services, meeting increasing demand
- Maintenance and expansion of the family doctor matching program
- Maintenance and growth of the PHP-JCC Peer Support Initiative and Physician Wellness Network (PWN)
- Maintenance of existing learning and support groups supporting physician wellness
- Development of new support groups, including Executive Functioning and BIPOC (Black, Indigenous, People of Colour) Peer Support groups

PRINCIPAL SERVICE PROVIDED¹

NUMBER OF NEW CASES	2024	2023	2022	2021	2020	2019	2018
Counselling	776	837	732	968	841	587	464
Family doctor connection	778	893	1,031	647	199	206	173
Refer to occupational health assessment	24	50	39	54	47	44	50
Peer support from program physician	147	123	86	65	65	52	49
Assistance approaching a colleague	18	46	41	65	44	35	28
Workplace relationship improvement	3	0	3	6	12	7	7
Assistance returning to work	8	6	9	14	14	8	4
Total	1,754	1,955	1,941	1,819	1,222	939	775

¹ Includes services provided to all eligible groups: BC physicians, BC dentists, PEI physicians, and NL physicians.

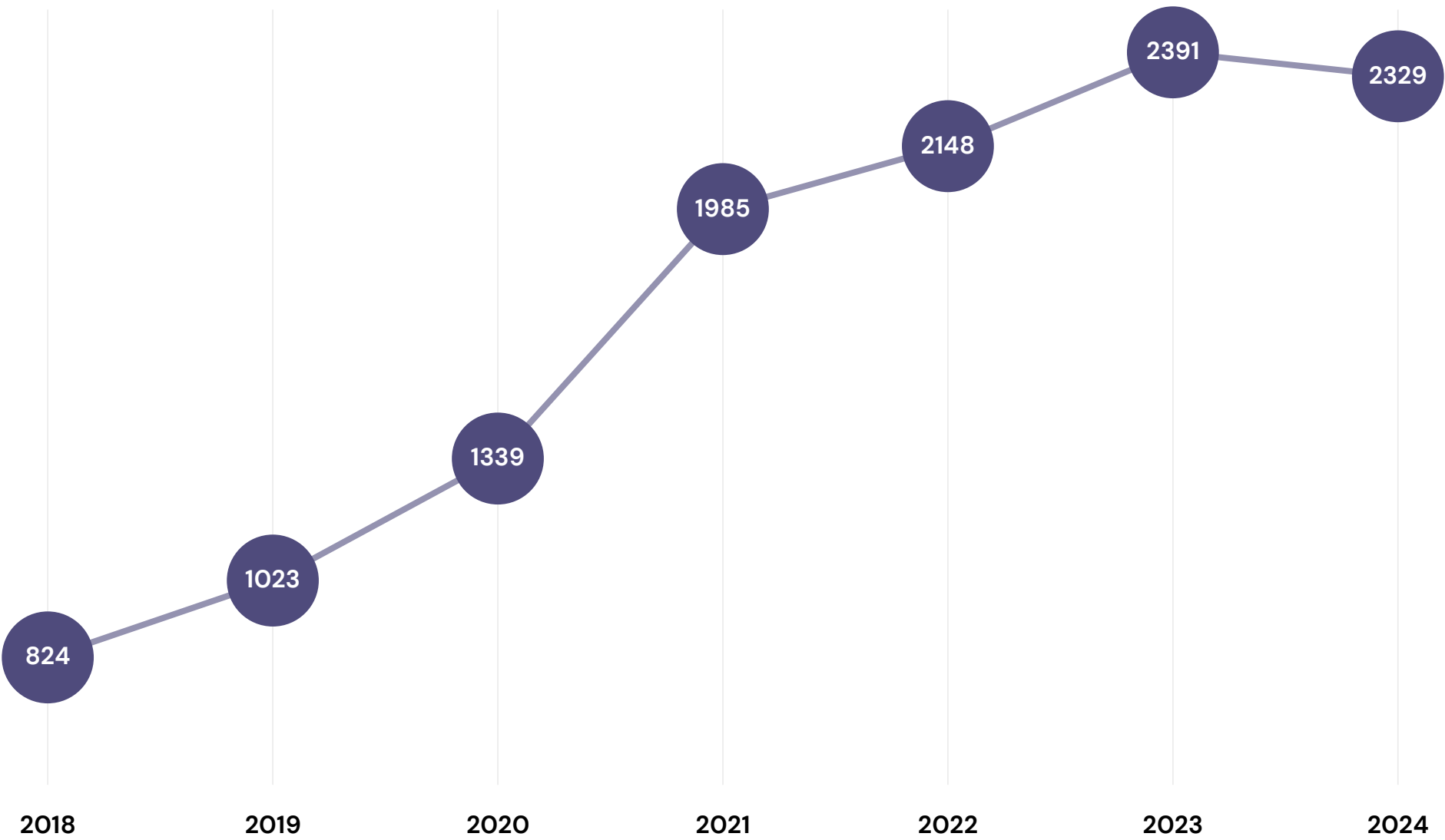
SERVICES PROVIDED

In 2024, PHP experienced slightly lower demand for its individualized services compared to 2023; however, this was offset by significant increases in group-based support usage, as described below. Clinical services remain the primary focus of PHP's resources. The following tables show the individualized services provided.

The principal service data below reflects the initial service provided and the reason the physician connected with PHP. It does not capture the full scope of support PHP provides to the physician once they are in the program. Each case represented may involve several of the services mentioned. For example, a counselling case may involve support from a Program Physician and return-to-work support if a medical leave was involved.

Number of clients supported by PHP each year

This graph shows the total number of clients supported by PHP over several years. It includes clients receiving individualized services as described in the principal service provided table above, along with clients receiving group services such as the virtual physician peer support group, BIPOC (Black, Indigenous, and People of Colour) physician peer support group, cognitive behavioural therapy groups for physicians only, and others.



PRINCIPAL ISSUE AT INTAKE²

PROPORTION OF CASES ³	2024	2023	2022	2021	2020	2019	2018
Individual mental health ⁴	67%	43%	71%	43%	44%	52%	61%
Family & non-occupational relationships	17%	28%	13%	28%	24%	23%	19%
Occupational issues	13%	22%	12%	22%	22%	19%	15%
Physical health issues	1%	4%	2%	4%	3%	3%	2%
Other issues	2%	2%	2%	2%	6%	3%	3%

CAREER STAGE OF ELIGIBLE PERSON

PROPORTION OF CASES	2024	2023	2022	2021	2020	2019	2018
Practicing physician	67%	64%	67%	64%	65%	75%	68%
Resident / fellow	21%	21%	20%	21%	20%	11%	17%
Medical student	11%	13%	12%	13%	14%	12%	12%
Retired	1%	2%	1%	2%	2%	2%	3%

² Excludes cases where the principal service provided was connection to a family physician.

³ Proportions may not sum to 100% because of rounding for presentation.

⁴ Including substance use.

RELATIONSHIP TO ELIGIBLE PERSON

PROPORTION OF CASES	2024	2023	2022	2021	2020	2019	2018
Physician or trainee	93%	92%	93%	92%	93%	89%	89%
Spouse	4%	5%	4%	5%	5%	9%	8%
Child	1%	1%	1%	1%	1%	2%	2%
Other relationship	2%	2%	2%	2%	1%	1%	1%

PRIMARY CARE PROVIDER CONNECTION SERVICE

In 2024, PHP received 778 new inquiries from physicians and medical students/residents seeking a family doctor or nurse practitioner. By the end of the year, the service had matched 654 of those requests with a primary care provider. Navigating primary care constraints, strengthening relationships with the Divisions of Family Practice, and improving service procedures remained key focus areas in 2024.

This service continues to operate through the primary care community, with physicians and nurse practitioners stepping up to support their colleagues and medical students/residents across the province. PHP expresses deep gratitude to all primary care providers who have collaborated to ensure their colleagues receive care.

GROWTH OF PHYSICIAN WELLNESS+ INITIATIVES

With the support of the Physician Wellness+ Initiative, made possible by Scotiabank, MD Financial Management Inc., and the Canadian Medical Association—which seeks to address the urgent and ongoing health and wellness needs of physicians and medical learners—the programs and initiatives described below were launched in 2022. The focus in 2024 was on expanding and maintaining these programs and initiatives.

Provincial Physician Peer Support Initiative

In Spring 2022, PHP partnered with the Joint Collaborative Committees (JCCs) to develop the Provincial Physician Peer Support Initiative, which aims to train physicians to provide emotional, non-clinical peer support to colleagues experiencing work or life-related stress, fostering the development of peer support programs within local physician organizations. In 2024, four more physician organizations joined, bringing the total to 15 active local peer support programs. An additional 26 physicians received

peer support training from Dr Maureen Mayhew, PHP Program Physician, increasing the total number of trained peer supporters to 119. By the end of 2024, the initiative had facilitated more than 500 supportive interactions, along with numerous reports of broader positive cultural impacts within the engaged communities.

Physician Wellness Network

PHP launched the Physician Wellness Network (PWN) in 2022. The PWN aims to bring together nonprofit organizations that lead in physician wellness and provide support or services for physicians and medical leaders. It serves as a connection for sharing knowledge, aligning priorities, and breaking down silos, while also providing input on potential innovations, policies, and initiatives related to physician wellness. Currently, the PWN has 96 members.

In 2024, the PWN held its first in-person gathering along with one virtual gathering. Topics discussed during the PWN sessions included how to approach a colleague in distress, Equity, Diversity, and Inclusion (EDI), narrative medicine, and the importance of kindness and compassion.

PHP continues to play a vital role in fostering community and connection around physician health and wellness.

Engaging physicians through education and presentations

In 2024, PHP held over 25 community engagement activities, including presentations to Divisions of Family Practice and Medical Staff Associations (MSAs), conference presentations, hosting booths at resource fairs, delivering workshops, and more. Topics covered included an overview of PHP services, physician burnout, self-care and resilience, peer support, and substance use among physicians.

PHP continued its Speaker Series, providing educational opportunities for family physicians and specialists involved in the care of PHP clients. This year, the series expanded to include all BC physicians and therapists who may support PHP clients in any capacity. Speakers included Dr Elisabeth Baerg Hall with “Supporting Physicians with ADHD” (February 26, 2024), Dr Mohamed Gheis with “Optimizing Neuropsychiatric Care: Advancing Detection and Rehabilitation of Neuropsychiatric Disorders in Community Care Programs for Clinical Professions” (September 24, 2024), and Dr Isabela Schultz with “Assessing Fitness for Medical Practice: Responding to a Perfect Storm” (November 20, 2024). There were 115 participants across the sessions, with overwhelmingly positive feedback from attendees about the relevant and informative content provided for community health care professionals.

GROWING PHP’S LEARNING AND SUPPORT GROUP SERVICES

PHP understands that physicians face unique pressures, often in isolation. That’s why we offer a range of workshops tailored to meet physicians where they are — whether they are experiencing burnout, struggling with sleep, or navigating identity-based challenges. Our goal is to create safe, practical, and empowering spaces where physicians can develop skills, share experiences, and access support from trained facilitators and peers. These group sessions are grounded in evidence-based approaches, including CBT, mindfulness, emotional regulation, and peer support. Ultimately, we aim to help physicians navigate personal and professional demands with greater clarity, connection, and resilience.



PHP Peer Support Group

PHP recognizes the value of holding a safe and confidential virtual drop-in space for BC physicians and trainees. The PHP Peer Support group is facilitated by our Program Physicians and Clinical Coordinators every two weeks, with common topics including occupational stress and burnout, health care system stressors, challenging patient encounters, coping strategies, personal and family mental health, and more. **In a total of 78 participants**, with approximately seven physicians present at each session.

In the spring of 2024, PHP discontinued this group due to a decline in attendance and uncertainty about its ongoing impact. Originally created during the pandemic, this drop in interest may reflect changing needs in the post-pandemic landscape, and PHP is currently re-evaluating how physician peer support should evolve. Our goal is to create a group that better meets the needs of a wider physician audience, with broad appeal, and plans for a renewed group starting in 2026 are underway.

Build a Better Core ADHD Group

PHP maintains a strong partnership with psychiatrist Dr Elisabeth Baerg Hall, who facilitates an 8-week virtual group called “Build a Better Core: Executive Functioning Skills for Physicians with ADHD.” This group aims to help physicians diagnosed with ADHD develop executive functioning skills and connect with peers for support. In 2024, PHP offered four “Build a Better Core” groups and nine “Build a Better Core” Booster Groups, referring most previous participants. Since this partnership began, 45 physicians have participated in the group.

Physician-Only CBT Skills Group

In collaboration with the CBT Skills Society, PHP held two 8-week virtual CBT Skills Groups for physicians and medical residents, facilitated by psychiatrist Dr Jennifer Barley. The physician-only CBT skills group provides an opportunity for physicians to learn structured, effective, evidence-based mental health strategies in a setting that respects professional identity and privacy. This classroom-style group focuses on managing anxiety, depression, and stress through CBT and mindfulness.

The groups took place in January and September of 2024, with **a total number of 30 participants**.

BIPOC Peer Support Group

The PHP BIPOC group was established by Drs Rahul Gupta and Anne Nguyen to provide a safe and supportive space for Black, Indigenous, and People of Colour (BIPOC) physicians. It acknowledges the unique challenges faced by BIPOC physicians and emphasizes the importance of community care and shared healing. At its core, this group centres

on lived experience, resilience, and mutual empowerment. The group provides a space for participants to come together and process the burdens of racialization and systemic inequities, sharing openly without judgment and supporting one another through a shared understanding.

PHP did not offer the BIPOC group in 2024. The facilitators used 2024 to re-imagine the group and are offering it again in 2025.

Cognitive Behavioural Therapy Group for Insomnia (CBTi)

Co-led by Psychiatrist Dr Karen Palmer and Clinical Coordinator Dalal Badawi RSW, the CBTi group provides physicians with a safe and supportive environment to explore and enhance their relationship with sleep. It helps physicians improve their sleep using evidence-based techniques and peer support. The change-oriented group sessions include education, skill-building, and shared experiences with colleagues. The content is rooted in CBT and mindfulness to challenge beliefs related to poor sleep, while also sharing information about the science of sleep so physicians can make meaningful behavioural changes to improve their sleep patterns. The group took place in March 2024 with **a total of 12 participants**.

Executive Functioning Workshops (pilot)

In partnership with Dr Elisabeth Baerg Hall, PHP has provided funding for six Executive Functioning Workshops scheduled from fall 2024 to spring 2025. Developed in 2024 by Dr. Baerg Hall, these 1.5-hour sessions offer practical, evidence-informed strategies to help physicians transition from a state of overwhelm to clarity and momentum. They are interactive, accessible, and specifically tailored to the realities of medical practice. Each workshop is self-contained, allowing participants to attend any or all sessions in any order. PHP has found that in medicine, physicians often do not prioritize systems that support their optimal functioning. These workshops serve as a small but powerful way to support their sustainability and well-being and are ideal for any BC physician looking to optimize their workflow, manage stress, and restore focus. Topics include prioritization, time management, perfectionism, and procrastination. The Time Management and Prioritization workshops were held in November and December 2024, with **a total of 100 participants**, all of whom recommended these workshops to colleagues. PHP intends to continue offering these workshops in 2025 following this successful pilot.

PSYCHIATRIC CONSULTS FOR PHYSICIANS AND TRAINEES

PHP clients can access a one-time psychiatric consult with Dr Kathleen McGarvey through internal referrals by PHP clinical staff. **In 2024, PHP provided 154 consults***, with final treatment reports sent to the physicians' primary care providers.

* Please note that this represents total consults across BC, PEI, and NL physicians and BC dentists

GROWING AS A CULTURALLY SAFE PROGRAM

In 2024, PHP made meaningful strides in becoming a more inclusive, responsive, and safe program for both the physicians we serve and the team members who do this work. Our team has grown and evolved to better reflect the diversity of the physician community in BC. This increased representation has enhanced our ability to respond with empathy and cultural awareness and has helped build stronger, more trusting relationships with our physician clients. We also deepened our team's focus on equity, diversity, and inclusion (EDI) through staff retreats and other educational opportunities featuring EDI-focused teachings.

This year, we also focused on strengthening psychological safety within our team, recognizing its importance in creating a healthy and high-performing workplace. Staff-led sessions on conflict resolution and effective communication offered opportunities for shared learning and skill development. These initiatives have built a culture grounded in trust, mutual respect, and accountability. Importantly, our staff surveys this year show a clear improvement in psychological safety at work, with more team members feeling safe to speak up, share feedback, and participate authentically in their roles.

Together, these changes showcase PHP's ongoing commitment to fostering a safer, more inclusive environment for everyone, including our physician clients, ensuring that both care and collaboration are rooted in dignity, equity, and belonging.



Financial results

In 2024, PHP reported total revenues of \$5.74 million, marking a year of financial continuity. This reflects continued support through the Benefit Subsidiary Agreement, which remains in effect until 2025 under the current Physician Master Agreement with the Ministry of Health.

Spending during the year was primarily directed toward clinical operations, accounting for approximately \$2.92 million. Administrative functions incurred expenditures of \$867,198, while outreach initiatives cost just over \$491,000. Governance-related activities accounted for a smaller portion of the budget, at \$10,596.

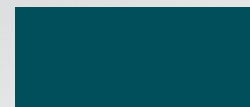
By the end of the fiscal year, PHP achieved a positive balance, which increased net assets to \$4.73 million as of December 31, 2024. A surplus is required because of the complex and uncertain nature of incoming funds. The surplus enables PHP to continue providing crucial baseline services that support physicians' ability to work, even during financially lean years.

Revenue streams remained diversified. While specific 2024 partnership amounts with organizations such as the Medical Society of PEI and BC Dental Association were not itemized in the summary, prior collaborations, including service agreements with the Newfoundland and Labrador Medical Association, and contributions from the Joint Clinical Committees, established a foundation for sustained financial performance.

	2024	2023	2022	2021	2020	2019
Revenue	5,740,119	5,373,402	4,989,739	3,469,796	2,735,177	2,291,355
Expenses						
• Clinical services	2,917,443	2,608,484	2,341,185	2,333,986	2,369,014	2,006,946
• Administration	867,198	748,742	558,217	632,846	492,352	435,779
• Outreach	491,111	493,880	472,219	166,300	46,337	
Governance	10,596	11,018	5,066	9,764		
Excess (deficiency)	1,453,771	1,511,278	1,613,052	326,899	(354,666)	(151,370)
Net assets, beginning of period	3,272,973	1,761,695	148,644	(178,255)	391,223	542,593
Net assets, end of period	4,726,744	3,272,973	1,761,696	148,644	36,557	391,223

Copies of the auditors' report and full audited financial statements are available upon request.

Physician + Health Program



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