



**FAMILY PRACTICE
RENEWAL PROGRAM**

2023

ANNUAL REPORT



FAMILY PRACTICE RENEWAL PROGRAM

MISSION

Transforming family practice for better health.

VISION

Family physicians, primary health care providers, and patients working together for an effective and sustainable system.

TABLE OF CONTENTS

01 Message from Co-Chairs

02 Program Director's Message

05 Family Practice Networks

15 Collaborative Services Committees

17 Practice Improvement Program

20 Financial Support Initiatives

21 Pathways Demonstration Project

23 Blended Capitation Program

26 Appendices

FPRC CO-CHAIRS MESSAGE:

We are pleased to present the 2023 Annual Report for the Family Practice Renewal Program (FPRP), a joint initiative of the Newfoundland and Labrador Medical Association (NLMA) and the Department of Health & Community Services (DHCS), Government of Newfoundland & Labrador.

2023 has marked another significant year in family medicine, and FPRP represents an important partnership across health system stakeholders for the advancement of programs that will help position NL as an attractive environment for family practice as the program continues to evolve.

As the governing committee for the program, the Family Practice Renewal Committee (FPRC) has provided a table for significant conversations and decisions as we consider health system changes occurring around us. We trust that our work will help ensure family practice in our province will continue making foundational contributions, for an effective, sustainable primary health care system. Furthermore, providing and enabling key mechanisms to integrate Family Practice within system transformation planning.

We celebrate the passionate commitment to leadership and innovation within NL family medicine. In addition, we thank our physician leaders and system partners for working with us as the health system continues transformational work to support a more effective primary health care.

If you have any questions, ideas, or concerns, please do not hesitate to reach out! We highly value your perspective and ongoing feedback.

Most sincerely,

On behalf of the Family Practice Renewal Committee

Dr. Lynette Powell, FPRC Co-Chair, Family Physician, NLMA

Gillian Sweeney, FPRC Co-Chair, Assistant Deputy Minister, Department of Health and Community Services

*Please see Appendix for list of FPRC members.

PROGRAM DIRECTOR'S MESSAGE:

I would like to acknowledge the significant commitment of our family physicians, the broader medical community, our system partners, and indeed all health care providers, who have engaged with the Family Practice Renewal Program this past year. Your participation, passion, and hard work within our Boards, Committees, working groups, and various initiatives, is inspiring, and has allowed us to achieve great strides in 2023.

The program has seen some changes in leadership this past year, and we would be remiss if we didn't acknowledge the contributions these individuals have made by their efforts:

Glenda Nash

Glenda served as Program Director for the FPRP since its inception in 2015, and in 2023 accepted a new role as Associate Executive Director with the Newfoundland and Labrador Medical Association (NLMA). I'd like to take this opportunity to congratulate her in this new role and thank her for her many years guiding the efforts of the FPRP. Her leadership skills in building the team that FPRP has become, as well as developing relationships with family physicians across the province in the implementation of Family Practice Networks, have been instrumental in reimagining what is possible for primary care in our province. Glenda: thank you for all your hard work, and the team's efforts will continue with your legacy at FPRP as a template for what is possible when we work together towards a shared vision with a common goal.

Ian Hodder

Ian assumed the role of Acting Director in 2023 for the FPRP until the position could be filled, in addition to his duties in supporting the Family Practice Networks (FPN). Ian's supportive style of leadership, calm demeanour and person-centered approach ensured the efforts of FPRP continued without the program missing a beat. He will remain with the program in his role as Senior Program Consultant in support of the FPNs, but I would like to thank Ian for his efforts and willingness to step up on behalf of everyone at the FPRP. Your hard work is greatly appreciated, and we'll continue to rely on your natural professional strengths as the program takes its next steps into the new year.

In recently assuming this role as Program Director, like many in the public I have been aware that family physicians continue to experience significant challenges and barriers to providing quality patient care. Newfoundlanders and Labradorians deserve access to the best medical care possible, and our practitioners deserve to receive the support required to ensure they can foster relationship-based and longitudinal care. There are many system challenges that need to be

addressed that must become the focus of FPRP, but I am encouraged by the many wonderful people our program has the opportunity to engage with. All of the many involved parties are solution-focused and eager to work together towards making the necessary changes. There is every reason to be encouraged and hopeful, as family physicians continue to play a significant and integrated role in primary health care reform.

The program accomplished a great deal in working towards its mandate over the past year. Here is just a small snippet of those highlights from 2023's progress:

Family Physician Members: Over 480 members across the province and all four current FPNs.

Labrador and Northern NL FPN: In working with local physicians, we have a commitment from Labrador and Northern NL for a potential fifth FPN to be established in 2024!

Collaborative Services Committees (CSCs): Comprised of FPN and NL Health Services leadership and FPRP staff, CSCs are a key mechanism in fulfilling a mandate of co-program design, while responding to primary health care needs across communities.

Family Care Teams: Jointly planning for the implementation of Family Care Teams based on the Provincial Policy Framework and supporting other Health Accord NL priorities was a key priority for the FPRP.

Pathways Project (Innovation): In March 2023, The FPN Innovation Fund was awarded to the FPNs, collectively, which has provided one-time project grant funding for the implementation of Pathways NL Demonstration Project that carries potential for sustained improvements in primary care (see page 21).

Blended Capitation Model: Launched in April 2023, this new funding model for family physicians will promote and support team-based primary care, comprehensive family medicine and longitudinal care. FPRP is responsible for model administration, physician engagement, enrolling physician practices, and entering into agreements with physicians and practices.

Practice Improvement Program

- *MyQ:* Three family physicians with the clinic teams, gastroenterology, and the Provincial Heart Failure Program participated in the Navigating Care Coordination series.
- *Continuing Professional Development:* There were 21 educational events offered with approximately 617 participants, including family physicians, nurse practitioners, and medical clinic staff. The evaluations continue to demonstrate significant value for family physicians and evaluation responses have been overwhelmingly positive.
- *Up-to-Date Subscriptions:* Approximately 160 family physicians avail of this service, an online clinical decision-making tool.

- *Equipment Fund:* This is an 80/20 cost-sharing program between FPRP and family physicians. The Equipment Fund was launched in November 2021. To date, 96 family physicians have availed of this fund.
- *Comprehensive clinical education programs:*
 - Frailty, Palliative Care, Chronic Pain, and Advanced Addictions Treatment.
 - Weekly live, virtual lecture series to family physicians via FPNs, NLHS and MUN's Faculty of Medicine.

As we move forward, FPRP will look to engage with various stakeholders for input into the future direction and goals for the program. If at any time you would like to reach out to us, please don't hesitate to contact our staff or myself. Thank you for your commitment to the Family Practice Renewal Program and we look forward to 2024 with eager anticipation of what we can achieve together.

Warmest regards!



Chad Perrin, CHE, MSW, RSW,
NADD-DDS



Family Practice Networks

As one of the core initiatives of the FPRP, Family Practice Networks (FPNs) provide mechanisms to address local physician and practice issues and ultimately aid in physician recruitment and retention. FPNs also enable community-based family physicians, in collaboration with their Zones within the Provincial Health Authority, to identify and address common health care goals/gaps in local communities, and in so doing, improve delivery of primary health care services.

Family Practice Networks:

- Give physicians a stronger collective voice in primary health care delivery and policy.
- Provide professional support for physicians in providing comprehensive patient care.
- Allow physicians a mechanism for partnership and bigger impact in their communities.
- Help physicians work together to improve their clinical practices.

There are now four FPNs across the province with ~480 family physician members. Each FPN is a non-profit corporation developed and governed by physicians. While the provincial program provides standard structures and general direction, the local approach encourages Family Practice Networks to focus on the needs of their own physicians and patients. There has been significant interest and commitment by local family physicians in developing an FPN in Labrador and the Northern NL area. With the foundation being explored in 2023, we expect to welcome our fifth FPN in 2024!

Each FPN has an Executive Director supported by FPRP staff and an Executive Assistant, whose responsibility is to develop and implement programs based on the strategic direction provided by the FPN Board.

In 2023, our FPNs worked collaboratively to address provincial challenges and opportunities. Some examples include:

- Collaborated with NLHS recruiters and DHCS to participate in recruitment sessions at Family Medicine Core Content Week.
- Collaborated with NLHS to start co-designing and implementing Family Care Teams.
- Updating the Special Authorization Guide in collaboration with Memorial University's School of Pharmacy students; this work was led by RE-Boot/Endeavor Less Paperwork Working Group and is provincial in scope.
- Provided several Continuing Professional Development sessions throughout 2023.
- Launched new FPN webpages in partnership with FPRP and Perfect Day.

Please read further for an update on progress within each of our FPNs.



Endeavor FPN

The Endeavor FPN was formed in mid-2018 and represents participating family physicians in the St. John's metro area. Energized by the meaning and symbolism of "Endeavor," the FPN recognizes the effort to not only aspire to, but achieve and meet, the needs of family practice colleagues and patients.

Below is an update from the Endeavor Board Chair, Dr. Annette McCarthy.

I am pleased to share that over the past year Endeavor has worked hard to strengthen and enhance primary care and provide advocacy for family physicians in our community. Our network's vitality is reflected in the active participation of our members, with over 30 individual physicians lending their expertise and insights across various committees and working groups. A heartfelt thank you to each and every one of you for your dedication and involvement!

Here are some notable activities and comments to summarize 2023:

- *Within the Endeavor FPN, our guiding principle has always been to amplify the voice of family physicians, as we collaborate with government and the health authority to navigate the complexities of health care.*
- *Endeavor prioritized and coordinated five events this year, utilizing the FPRP CPD fund. Events included CPD education, Injections Techniques training, and BLS/CPR Primary Care training, to name a few. Evaluations of our 2023 events have been tremendously positive, with many suggestions regarding priority areas for the coming year.*
- *Over 24 months, the Minor Procedures pilot focused on the provision of minor procedure supplies from NLHS to four primary care clinics. These supplies were one way in which to address the cost to clinics when providing a variety of procedures on-site.*



- *Endeavor has partnered with NL Health Service Eastern Urban Zone to develop a collaborative pilot to integrate Nursing, Social Work, and Respiratory Therapy staff into community family physicians' offices.*
- *Endeavor continues to support locums through their locum working group.*
- *This year has seen some challenges as we navigate the transition to a provincial health authority. However, we are very hopeful that we will maintain a good working relationship within the new Eastern Urban Zone through our Collaborative Services Committee. A top priority for CSC as we move into 2024 will be Family Care Teams, especially in advocating for and supporting community family physicians in this process.*
- *Among our challenges is accessing the funding required to fulfill the obligations we have to our membership and to our role in primary care reform. However, we will continue to advocate strongly for increased funding for family practice networks.*

Looking ahead, we are excited by the potential of our network and are eager to continue this momentum. Your ideas, experiences, and passion for improving patient care and physician satisfaction are the driving force behind our endeavors. We are grateful for your continued support.

Dr. Annette McCarthy, Endeavor FPN Board Chair





RE-Boot FPN

The RE-Boot FPN was formed in the fall of 2019 and represents participating family physicians from the Burin and Bonavista Peninsulas, Clarendville and area, Conception Bay North, and Trinity North. The name represents the vision for the FPN. The "RE" in "RE-Boot" represents Rural Eastern physicians, while the "boot" is a geographical reference to the Burin Peninsula. Together, they combine to mean a restart, or "RE-Boot," in family practice. The reference is symbolic to the FPN and provides a mechanism to support and achieve family practice needs and the pursuit of improved patient care.

Below is an update from RE-Boot Board Chair, Dr. Annabeth Loveys:

This year marked a significant transition for our FPN Board as we said thank you to our steadfast and driving force founding Chair, Dr. Jackie Elliott, as she finished her term, and welcomed several new, energetic family physicians to the Board. As we continue to focus on our strategic goals of increased engagement with partners and members, as well as support recruitment and retention efforts, we are eagerly looking ahead to our next strategic planning process which will begin in 2024.

This year we continued to focus on member engagement. We are grateful for the energy, ideas, and involvement of members across our region. Thank you for your participation by way of emails,



attending working groups or focus group sessions, or joining our in-person member events. Your time and vital perspectives are key to our work - we simply cannot do this work without you!

Here are some notable activities in 2023:

- **Member Engagement**

- *We facilitated several in-person member events that included information from the Mental Health & Addictions team to understand resources for our patients, as well as continued discussions about planning Family Care Teams with our Health Authority partners.*
- *We offered a MainPro Certified CPD event attached to our virtual AGM, which featured three specialist colleagues who kindly shared their tips and tricks around referrals.*
- *In addition, we met with new-to-practice family physicians to show them the supports the FPN and FPRP provide as their bridge to new practice.*

- **Recruitment & Retention**

- *We continued to support the recruitment and retention efforts in the province. We supported the Spring and Fall recruitment sessions at Core Content, including collaborating with the FPRP Practice Improvement Program to deliver MyPractice, which introduces residents to the business-side of family practice. We also sponsored the Rural Medicine Interest Group's retreat, as well as the Family Medicine Resident Weekend Workshop.*
- *We facilitated conversations between FPN members and physician recruits interested in working in the region.*

- **Less Paperwork Working Group**

- *We continued the collaboration with the School of Pharmacy to create the NLPDP Special Authorization Guide, which is accessible on the new FPRP/FPN website.*
- *We are participating in the new provincial administrative burden task force, with NLMA and GovNL partners.*

Dr. Annabeth Loveys, RE-Boot FPN Board Chair





Shalloway FPN

The first FPN in the province, Shalloway, was formed in early 2018 and represents family physicians in Central Newfoundland. The name represents the physicians' vision for the FPN. A shalloway is a type of vessel, a "larger boat that helps the smaller ones ferry their catch to shore." The reference is symbolic to the FPN, in that it provides individual family physicians a united voice in the pursuit of improved patient care.

Below is an update from the Shalloway Board Chair, Dr. Dawn Turner.

In 2023, Shalloway reaffirmed its dedication to enhancing Primary Health Care by reaffirming and prioritizing our strategic plan.

Over the last year, our Shalloway team has represented family physicians on committees and working groups. Notably, these efforts encompassed crucial areas such as Mental Health, Care of the Older Adult, Recruitment and Retention, and others.

Despite facing challenges stemming from physician shortages, each of you has persistently championed and delivered primary health care services to our communities. Your unwavering commitment is deeply



valued, and your voices resonate with us. We sincerely appreciate your passion, dedication, and tireless contributions.

Outlined below are select highlights from 2023:

- **Engagement**

- *Conducted in-person meetings and events across various communities.*
- *Provided Continuing Professional Development (CPD) opportunities in collaboration with the Family Medicine Lecture Series and addressed local CPD needs.*
- *Maintained regular communication through the Weekly Shalloway Communication initiative.*

- **Recruitment and Retention**

- *Forged strategic partnerships with Central Health and MUN (DME) for Medical Resident Engagement.*
- *Collaborated with the Towns of Grand Falls Windsor and Gander for Regional Physician events*
- *Strengthened collaboration and information exchange with the Health Recruitment and Retention office of DHCS.*
- *Representation on the Re-Boot FPN Less Paper Work Committee.*
- *Introduced social networking opportunities to foster connections.*

- **Health Transformation**

- *Fostering relationships with the Central Zone of NLHS and advocating for Physician engagement via Shalloway FPN on the planning and implementation of FCTs*
- *Representation on the Provincial Physician Health Collaborative.*
- *Secured funding for the Pathways Project in partnership with all FPNs and FPRP.*
- *Ensured effective representation of Shalloway's needs in regular meetings with DHCS, NLMA, and other key stakeholders.*

Dr. Dawn Turner, Shalloway FPN Board Chair





Long Range FPN

Formed in mid-2018, the Long Range FPN represents participating family physicians in Western Newfoundland. The name refers to the Long Range Mountains, symbolizing a long-term vision for family practice renewal. Long Range is focused on developing innovative ways to improve patient access to health services, building relationships with and supporting physician members in the evolving environment of primary care, and improved engagement with their zone in the Provincial Health Authority and specialized services to support local community-based solutions in improving the health of residents.

Below is an update from the Long Range Board Chair, Dr. Paula Cooper.

As we reflect on the past year, the Long Range Family Practice Network remains unwavering in its commitment to advancing strategic goals centered around enhancing Access, fostering networking opportunities, and promoting engagement among family physicians in our region. Our membership numbers have held steady at 84 family physicians practicing broad spectrum family medicine in a varied geographical and diverse areas. We have actively engaged medical learners, including residents and PRA candidates, by encouraging their participation to enrich and sustain our community, which has contributed to the stability in our membership. In November 2023, the Long Range FPN Board saw a change in its directors. New to the board is Dr. Melanie Young, while stepping down is Dr. Sheila Lewis. Additionally, we have welcomed Dr. Elhamy Samak and Dr. Stephanie Malone as special guests to the board to enrich our discussions and hold space for various physician experiences.

I am pleased to share that we are currently halfway through our strategic plan, and the Board spent dedicated time to assess and ensure that our strategic objectives are effectively translating into tangible actions and impactful work. Through this work, the Board has recognized that the strength of the Long Range Family Practice Network comes from the engaged membership base and the passion to improve primary care. This is tough work, but important work.

Looking ahead, our focus is on finding more ways to engage with each member, understanding your challenges, and actively working towards progress, both at the policy and local practice levels. Your input and engagement are crucial as we continue to shape the future of the Long Range Family Practice Network. Thank you for your ongoing dedication and participation.

Here are some notable activities from 2023:

- **Access**

- *Initiation of a pilot project to for NL Health Services Western Zone to supply disposable minor procedure equipment to community clinics to support in-clinic minor operations. The project remains to be in pilot phase with plans for a formal evaluation in the coming year.*



- Continued efforts to address referral processes that create barriers to access, such as medical imaging or endoscopy pathways, however, this remains to be a work in progress.
- Fostering stakeholder relationships and being sought out by partners to address inefficiencies. The FPN is now seen as a key partner for different areas of the health system and is being invited to engage and partner with various working groups.

- **Networking**

- Focus on getting to know our members: Board Members have assignments to each Long Range Member for engagement, to help us understand and address the needs of the entire membership throughout Western Zone.
- The 2023 AGM was hosted in Port aux Basques with adjacent meetings and social events. The FPN leadership remains committed to representing your voice and values, no matter where you are in Western NL.
- Continued improvements on the weekly newsletter content and delivery to meet needs of its members.

- **Engagement**

- *Continued support in offering hybrid Continued Professional Development both in-person and across the province, such as recent lectures on refugee health and navigating lung and esophageal cancer.*
- *With the amalgamation of individual health regions, we have engaged with our partners to work on governance of shared activities, which include the Collaborative Services Committee, Family Care Team Planning and other primary care intersections. Work has been completed to better understand the decision-making processes within NL Health Services.*
- *Co-designing Family Care Teams by amplifying local physician feedback. The Family Care Teams that are underway in western NL include Bay St. George/Stephenville, Humber Valley/White Bay, Port aux Basques, Bonne Bay/Port Saunders, and Corner Brook/Bay of Islands. This continues to be a learning and iterative process. We facilitated a number of in-person member sessions and various modalities for members to provide feedback on team-based care. We are determined to ensure that family physicians are directly involved in shaping the FCTs.*

We want to thank the membership for your involvement and feedback and encourage you to reach out to us personally with any questions, concerns, or ideas for how we can better meet your needs.

Dr. Paula Cooper, Long Range FPN Board Chair



Collaborative Services Committees

There are four Collaborative Services Committees (CSCs) in the province. Each CSC represents an FPN and Health Authority Zone within NL Health Services, whose mandate is to identify and respond to primary health care needs of the community. The FPN and Health Authority work collaboratively to develop initiatives and programs to improve local primary health care services.

CSC is an established mechanism that has been effective in moving initiatives forward to enhance population health outcomes through providing better access to services and care for patients, improving patient and provider experience, and more effective utilization of physician and other health care resources. Through building programs from the ground up, finding innovative solutions for challenging situations, enhancing communication and information sharing between partners, and improving barriers faced by family physicians within the province, CSC has proved to be a critical connection point between FPNs and the Health Authority, fulfilling an important part of its purpose and mandate.

Priorities are brought to the CSC table to ensure local gaps are addressed based on agreement by partners with supporting evidence and documentation. Initiatives are actioned through collaboration, implementation, and evaluation processes to move transformational projects forward.

Over the last year, CSCs across the province have also adapted in responding to priority items, including shifting to one provincial health authority, sharing communications, Family Care Team planning, connecting family physician clinics with allied health providers, and other common priorities identified by stakeholders, and identified needs from FPN members, all from a primary care perspective. Over the next year, CSCs will continue to build strong connections with the communities they advocate and create solutions for, as well as building on the strength within the new provincial health authority and new CSC memberships.

High level examples of CSC success:

RE-Boot FPN – Eastern Rural Zone (EZ) CSC: This CSC is currently working on bringing family physicians and rheumatologists together to work on a collaborative solution to increase access for patients. This CSC continues to be an integral part of bringing FPN and Health Authority leaders together to plan and implement Family Care Teams. We have nine FPN members participating in three Family Care Team Subcommittees to help plan these teams across the region (Burin, Clarenville and CBN).

Shalloway FPN – Central Zone (CZ) CSC: This CSC continues to work towards identifying priorities. Communications, coordinator of projects, family physician engagement, and recruitment and retention are a few priorities that have been noted as key areas of improvement. Work has been ongoing with regards to the planning and implementation of Family Care Teams in the central zone.

Endeavor FPN – Eastern Urban Zone (EZ) CSC: The CSC has been working to define partnership and collaboration within the governance model for Family Care Teams. The intent is to develop a foundational governance model that can be translated and adapted provincially. This CSC is currently implementing a Collaborative Demonstration Pilot to directly connect a number of local family physicians to specific primary care providers, such as nurses, social workers, and physiotherapists. Learnings from this project will help inform the opportunities and challenges of team-based care while bridging Endeavor's goal of equitable patient access. The Endeavor – EZ CSC has reflected on final evaluations of the Minor Procedures Pilot program with the decision to sustain the program and onboard new family physicians where applicable. This program provides community-based family physician clinics with supplies necessary for common minor procedures, with the goals of improving patient wait times, as well as provider and patient satisfaction.

Long Range – Western Zone (WZ) CSC: As a significant subfunction of the CSC, the Co-Chairs have focused on intentional engagement with community family physicians to help guide the development of Family Care Teams. In the absence of the proposed affiliation agreement, the partners have identified and drafted three affiliation types, which outline the different ways a physician may link to the Family Care Team. While it is expected that patients will have access to Family Care Teams regardless of affiliation type, efforts are being made to reach a shared understanding of the extent of shared care, patient panel management, EMR workflow and quality improvement/evaluation.

All four CSCs have been involved with preliminary planning related to Family Care Teams (recommendation of Health Accord NL) and interprofessional collaboration, as CSCs continue to demonstrate their value as mechanisms of positive change.



Practice Improvement Program

FPRP's Practice Improvement Program (PIP) supports evidence-based change management in a variety of target areas that align with the program's mission of transforming family practice for better health. 2023 was a significant year for the Practice Improvement Program, with continuance of many successful programs and the addition of new ones to meet the educational needs of family physicians.

MyQ – Quality in Family Practice

In 2023, the MyQ Quality in Family Practice program continued to support family physicians in making changes to meet the needs of their patients, families, and communities through the Navigating Care Coordination (NCC) Series. This series, which concluded in April, focused on building care coordination approaches between primary care and consultant care to improve referrals and transitions for better patient care. Three family physicians with their clinic teams, gastroenterology, and the Provincial Heart Failure Program participated in the NCC series. To read more about the remarkable work coming out of the MyQ Program click [here](#).



Quality in Family Practice

MyPractice – The Business Side of Family Medicine

With seven online self-directed modules available, as well as a pool of experienced physician mentors available to offer advice and guidance, the MyPractice Program continues to support family physicians with the business side of family medicine. In addition, for the second year in a row, a MyPractice in-person facilitated workshop was held with 35 family medicine residents, giving them the opportunity to learn about the business side of family medicine. Click [here](#) to visit the website and learn more about the MyPractice program.



The Business Side of Family Medicine

Frailty Program

The Frailty Program is the collaborative effort of two geriatricians and eight family physicians from across the province.

There were two offerings of the most recent iteration of the Frailty Program, Frailty 3, in 2023. There have been four offerings of Frailty 3 in total since its launch in December 2021 (two in-person, two virtual), drawing 130+ attendees.

The development of Frailty 4 is nearly complete, and offerings are anticipated in 2024. Topics include Capacity Assessment, Deprescribing Top Tips, Depression and Anxiety, Dermatology, Chronic Kidney Disease, Sexual Health, and Advance Care Planning and MAiD. Check back to the [FPRP website](#) for information on this program offering.

Buprenorphine/Naloxone (Suboxone) Treatment of Addiction – Advanced Training Program

There were two offerings of the Buprenorphine/Naloxone (Suboxone) Treatment of Addiction – Advanced Training Program in 2023 with 30+ attendees in total.

Palliative Care Group Learning Program

The development of an educational program for Palliative Care by a group of family physician leaders across the province is now complete. The first offering of this program was held in November of 2022 and yielded great interest with 109 family physicians and four nurse practitioners registering to participate! This program was revised in 2023 with new offerings anticipated in 2024. Check back to the [Practice Improvement Program Offerings](#) section of the FPRP website for more information.

Chronic Pain Program

The Chronic Pain Program is a new program being offered to family physicians. This program's content focuses on the Public Health Perspective and Epidemiology, Core Concepts in Pain, Approaches to Chronic Non-Cancer Pain Management, Opioids, Cannabinoids, Prescribing for Special Populations, and Recognizing, and Approaches to, Opioid and Substance Use Disorders (OUD/SUD). A virtual offering of the Chronic Pain Management program was held on Wednesday, January 10, and Wednesday, January 17, from 7:00 PM- 9:00 PM. Please click [here](#) for more information.

Family Medicine Lecture Series

FPRP's partnership with the Endeavor, RE-Boot, Shalloway and Long Range Family Practice Networks, Newfoundland and Labrador Health Services, and Memorial's Office of Professional and Educational Development and Distributed Medical Education, to develop and deliver a weekly lecture series on topics relevant to family medicine continued into 2023. This lecture series, which officially launched in October of 2021, continues to receive positive feedback from participants and draws an average of 100 attendees per session.

Gender Affirmative Care

The Gender Affirmative Care Program is a new program this year. The program has components:

1. Gender Diversity in Primary Care: A standalone session for family physicians who are interested in learning to create an inclusive practice.
2. Gender Affirming Health Care: Content will focus on assessing, prescribing, and long-term follow-up.

Two virtual offerings of component one were offered in October and November of 2023 with 69 family physicians registered to participate. Component two is in development and will be offered in 2024.

CPD Library

We are excited to announce the Family Practice Renewal Program's Continuing Professional Development Library is now available on the FPRP website! This library houses various program materials from FPRP's Practice Improvement Program educational offerings. Check it out here: [CPD Library](#)



Financial Support Initiatives

Several financial programs were extended or introduced in 2022 to provide support to family physicians and the FPNs. These initiatives were designed to help offset the costs incurred by family physicians to perform minor office-based procedures, support clinical decision making, and further advance the work of the FPNs.

Continuous Professional Development (CPD) Fund

This fund was allocated for priority educational needs of family physicians, as identified by the FPNs and the CSCs. There were 21 educational events offered under this fund since late 2021, with approximately 617 participants, including family physicians, nurse practitioners, and medical clinic staff. The events have been in person and/or virtual. The evaluations continue to demonstrate the significant value these educational events have on family physicians and evaluation responses have been overwhelmingly positive.

Equipment Fund

This program, valued at \$1.3 million, is an 80/20 cost-sharing program between FPRP and the family physician. Fee for service (FFS), FPN members are eligible for reimbursement of approved medical equipment up to a maximum of \$2,500 per physician. Physicians can select from a list of pre-approved items and/or submit a request to have items added to the pre-approved list. The Equipment Fund was launched in November 2021 and ran until November 30, 2023. The program extends retroactively for equipment purchases made on or after March 15, 2020, to coincide with the pandemic onset. To date, 96 family physicians have availed of this fund.

UpToDate

FPRP has renewed its subscription to UpToDate, an online clinical decision-making tool, with the new subscription period running from April 1, 2023, to March 31, 2024. Approximately 163 family physicians are availing of this offer.

EMR Superuser Training

Forty thousand dollars has been approved to support two (2) cohorts of FPN members who have a strong working knowledge of Med Access with enhanced EMR training. Each cohort will consist of a maximum of eight (8) FPN members. These members will, in turn, serve as peer mentors to facilitate and promote the advanced use of Med Access amongst their family physician colleagues. Each physician will be required to provide a minimum of five hours of peer mentoring. The training for the first cohort took place in June 2022, with the training date for the second cohort pending.

FPN Innovation Fund

This program, valued at \$500,000, provides the FPNs with funding opportunities for projects that have significant potential for sustained improvements in primary care. The FPN Innovation Fund was launched in fall 2021. The FPNs successfully received Innovation Funding from the Family Practice Renewal Committee in March 2023 for the implementation of Pathways over a two-year demonstration project. More information about this initiative is available below.

Pathways Demonstration Project

Pathways is a web-based resource designed by physicians, for physicians. It was developed in British Columbia (BC) and is widely used throughout BC and the Yukon. It contains the information required to facilitate efficient referrals and support optimal patient care during the referral process; information such as:

- Consultants' consultation requirements.
- Consultants' areas of practice and limitations.
- Referral wait times.

There is significant access to care barriers that are compounded by limited family physician resources in Newfoundland and Labrador. Access is concerned with the ability to provide patients with timely and appropriate care to achieve the best health outcomes. The implementation of a tool in Newfoundland and Labrador that provides accurate and timely referral information, increasing clinic efficiency and providing the most appropriate care to patients will add value to the care provided by family physicians, nurse practitioners, and consultants, resulting in better care for patients and supports the retention of family physicians.

Based on thorough research and meetings with multiple organizations and industry experts, all four (4) NL Family Practice Networks (FPNs) agreed that adopting the Pathways BC model in Newfoundland and Labrador would greatly improve and enhance the referral process and ultimately expedite patient access to consultant care. The following stakeholders were engaged in this decision-making process by the FPNs:

- FPN Boards
- Collaborative Services Committee (CSCs)
- Provincial Health Authority (PHA)
- Newfoundland and Labrador Medical Association (NLMA)
- NL Government Department of Health and Community Services (DHCS)
- Community-Based Physicians
- Consultants
- Newfoundland and Labrador Centre for Health Information (NLCHI)

Core Pathways NL Two-Year Demonstration Project

The goal of this demonstration project is to expand the core of the “Pathways” web portal to Newfoundland and Labrador, providing all family physicians, MOAs, and consultants in the province with a user-friendly web-based resource to facilitate the pathways of team-based care. In addition to providing the information required to facilitate efficient referrals and support optimal patient care during the referral process, project objectives include:

- Improving consultants’ satisfaction with referrals.
- Improving quality of communication and relationships between family physicians and consultants.
- Improving patient experience and outcomes.

Pathways NL will be implemented in a two-phase approach - prior to the provincial rollout of Pathways NL, a pilot launch will be conducted. The purpose of the pilot implementation will be to conduct a ‘test’ to ensure all the data elements have been captured correctly and accurately and the technology is working as intended. Any missing data points and/or system issues detected will be addressed prior to the provincial implementation. A formative evaluation will be conducted of Pathways NL. The project’s success will be measured via user satisfaction surveys, key informant interviews, and usage data.

For data collection, Pathways NL will use the same techniques and approaches used by Pathways BC; information will be collected and/or verified with the clinic directly, via an authorized survey and accompanying letter outlining the purpose, details regarding consent for which the information will be used. Electronic collection is preferred, however where needed, phone calls and/or personal office visits will be scheduled to ensure complete practice/clinic data will be collected. The Pathways NL specific site will be populated with the following information for NL consultants:

- Areas of expertise/sub-specialty services.
- Wait times.
- Contact information.
- Physical location/directions.
- Relevant referral forms and/or requirements

New Staff

Brennan Antle joined the Pathways NL team as the Pathways NL Project Manager in May 2023. Brennan is excited about this project and eager to return to working in the Newfoundland and Labrador health care community after several years working in Alberta and Ontario.

Jayne Buckingham joined the Pathways NL team as the Pathways NL Administrator in November 2023. Prior to joining us, she worked in fund development and communications for a local non-profit and in administration for a corporate consulting firm.

Welcome Brennan & Jayme!

Blended Capitation Program

In April 2023, FPRP launched the Blended Capitation Program. This new FPRP program stream will enable, promote, and support team-based primary care, comprehensive family medicine, greater attachment, access to and quality of care for patients, and improved recruitment, retention, and professional satisfaction for physicians. FPRP is responsible for model administration, physician engagement, enrolling physician practices, entering into agreements with physician practices, and practice improvement initiatives to support successful practices.

Blended capitation is a voluntary payment model designed for independent community family practice. The payment model includes a bi-weekly capitation payment (\$186.29 per rostered patient adjusted by a complexity modifier) for providing a “Basket of Services.” This is blended with a partial fee-for-service payment for direct patient encounters based on 25% of the MCP Fee Schedule rate. All codes that are “Out of Basket Services” are billed at 100% of the MCP rate. There is no negation if a rostered patient receives care elsewhere. If a physician sees a non-rostered patient, they will receive 100% for “In Basket Services” up to \$56,000 per year, and 100% for all “Out of Basket Services.”

The new model represents a 21.8% increase in clinical compensation based on average family physician MCP billing rates, on top of the 13.3% increase last year. Those who choose to enroll in the new payment model will also receive income guarantees to facilitate the transition. This includes a guaranteed income floor in the first two years based on an individual’s previous two-representative years billing average, plus a 10.9% premium payment applied in the first year. In addition, physicians will receive a one-time Transition Grant of \$11,250 and a one-time Start-up Grant of \$10,000 in recognition of start-up costs. Physicians who choose to enroll in the Blended Capitation Model can also qualify for an annual \$7,500 Quality of Care Bonus and an annual Procedures Bonus of \$2,500 for physicians who bill more than \$1,200 in procedures annually. The Capitation Rate has also been boosted in value to help pay for two-weeks of locum coverage. If a physician does not use locums in a year, the locum funding stays with the physician. Monthly EMR subscription costs will be paid by the provincial government. Physicians who join the Blended Capitation Program will group together (minimum of three) to provide after-hours care and act as a team in the provision of care.

FPRP began accepting applications/expressions of interest from physicians interested in enrolling in the blended capitation payment model on April 3, 2023. To date, there has been great interest in this new Program with close to 150 physicians already submitting applications.

The NLMA offers an [advisory service](#) to support physicians who wish to explore what moving to the Blended Capitation Model means for their individual practices. Interested physicians can [book a meeting with a consultant](#), Barabara Molgaard Blake, to explore how physicians can use their EMR data to define their panel of patients, predict future income, and answer any questions they may have on the Model.

On October 30, 2023, FPRP began accepting blended capitation groups (BCG) into the program. As of December 31, 2023, physicians in twelve blended capitation groups have been issued letter agreements for review and signature. Grants and stipends are authorized for payment once all physicians within a BCG submit their signed letter agreements. For physicians who are interested in joining the Model, but do not have a group of three physicians, FPRP offers matching services to help physicians match with existing blended capitation groups or help form a new group.

The billing system for capitation claims and partial fee-for-service claims was ready for a test group of physicians on April 1, 2024. Once the reliability and accuracy of the billing system are confirmed, the billing system will be open to all other applicants who have been accepted into the program on or before July 1, 2024.

To ensure a seamless transition into this new Model, FPRP offers quality improvement and practice support services for blended capitation groups. Upon acceptance into the Blended Capitation Program, blended capitation groups meet with our Practice Facilitator, Nancy Dillon. Nancy offers comprehensive support to physicians and clinic teams as they navigate the transformative journey of implementing blended capitation. Nancy's expertise has been instrumental in supporting NL family physicians through the MyQ Program, focusing on areas such as practice management, access and continuity, practice efficiency, and individualized guidance tailored to each practice's unique context. She brings valuable tools, resources, and a wealth of experience to make a significant impact on providers and clinic teams. Furthermore, Nancy facilitates processes to decrease no-show rates, engage patients, and streamline workflows.

As program rollout continues, FPRP will be holding webinars and releasing rostering tools, a group governance template, a locum contract template, and patient education information. These tools will be provided to blended capitation groups as they are available and will be available on the FPRP website.

The MyQ Physician Network has expanded to include monthly sessions for Blended Capitation Groups to connect with peers and share their experiences in a facilitated learning environment. These peer-to-peer discussions encourage participants to solve problems, share tips and practical resources. Physicians can participate by listening, sharing ideas, or seeking advice and ideas from their peers. Information about these sessions will be sent to blended capitation group physicians and posted on the [website](#).

Critical to the success of the Program will be ensuring FPRP consults widely with physicians in program development and implementation. The FPRC will continuously review the Program to update its rules and processes and to determine if modifications to the parameters of the Model are required.

New Staff

Melissa Sullivan joined the FPRP team as has the Blended Capitation Program Manager in May 2023. Melissa joins us with significant experience in strategic planning, health policy, stakeholder engagement and project management, as well as advanced training in research and evaluation.

Dana Howse joined the FPRP team as a Blended Capitation Program Specialist in November 2023. Prior to joining FPRP, Dana worked as a research associate at the Primary Health Care Research Unit in Memorial University's Discipline of Family Medicine.

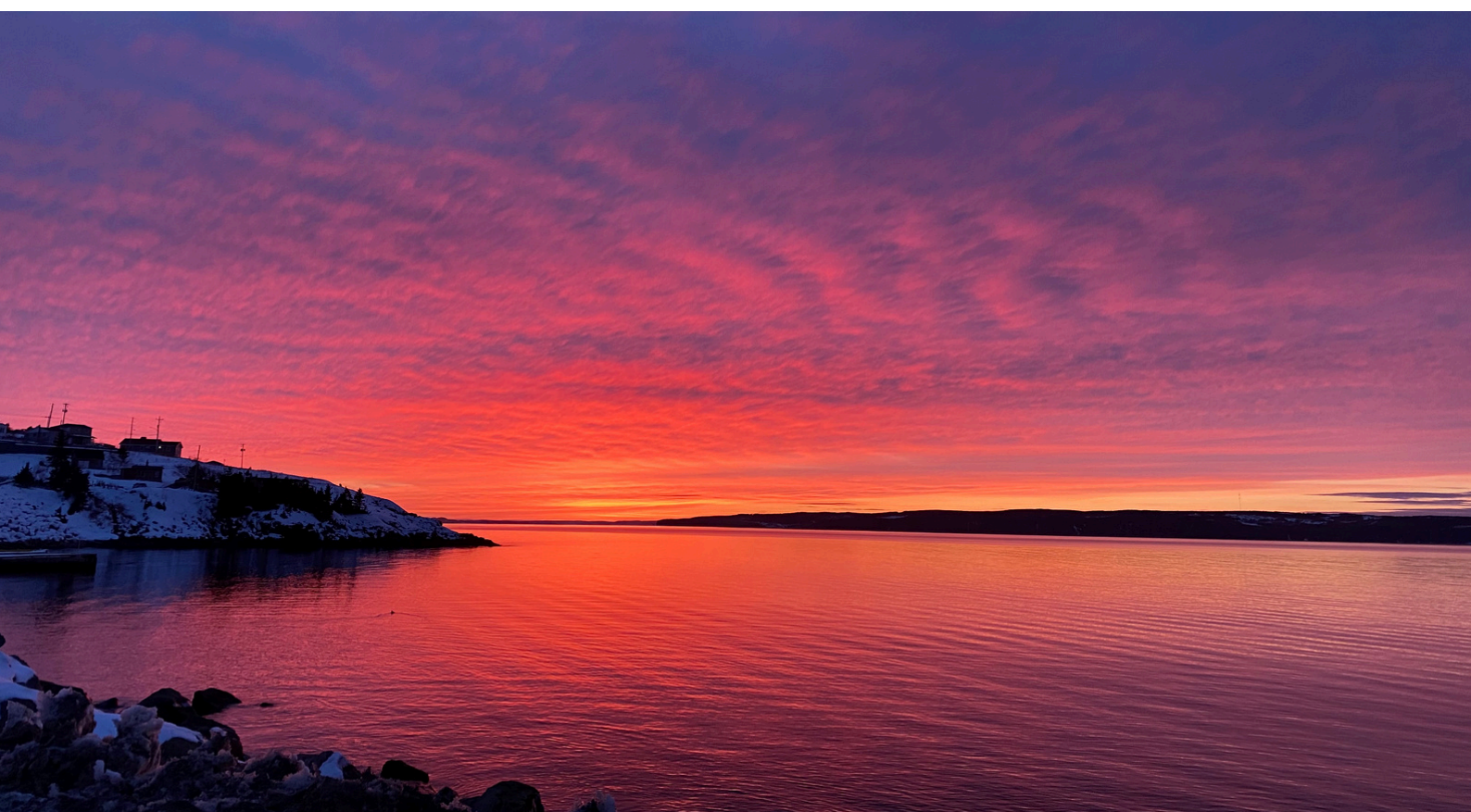
Jason Clarke joined the FPRP team as a Blended Capitation Program Specialist in April 2024. Prior to joining FPRP, Jason was Manager of Strategic Planning and Evaluation with the Supreme Court of Newfoundland and Labrador. He previously worked at the Newfoundland And Labrador Centre for Health Information, as well as with, OCIO.

Welcome Melissa, Dana & Jason!

**For more information on FPRP, please visit
www.familypracticerenewalnl.ca**



**FAMILY PRACTICE
RENEWAL PROGRAM**



Appendix A: FPRC

Family Practice Renewal Committee (FPRC)

NLMA

Dr. Lynette Powell (Co-Chair)

Dr. Nicola Penney

Dr. Francisco Acevedo

Department of Health and Community Services

Gillian Sweeney, ADM, Population Health and Wellness (Co-Chair)

Monica Bull, Sr. Manager, Primary Health Care

David Moore, Director, Medical Services

NL Health Services

Darla King, VP, Transformation Wellbeing, NLHS

Dr. Gregory Browne, Chief of Staff

Dr. Gena Bugden, VP, Medical Services, Rural Sites and Primary Health Care, NLHS, Urban Eastern Zone

Dr. David Carroll, Senior Medical Director, Medical Services, NLHS, Central Zone

Dr. Scott MacKenzie, Senior Medical Director, Medical Services, NLHS, Western Zone

Dr. Gregory Manning, Senior Medical Director, Medical Service, NLHS, Rural Eastern Zone and Labrador Grenfell Zone

Other Partner Organizations

Dr. Nicole Stockley, Director External Engagement, NL College of Family Physicians

Dr. Fred Melindy, Program Director, eDOCSNL, NLHS

Dr. Kris Aubrey-Bassler, Discipline of Family Medicine, Faculty of Medicine, Memorial University

Staff - NLMA

Gertie Mai Muse, Executive Director, NLMA

Glenda Nash, Associate Executive Director, NLMA

Staff - FPRP

Chad Perrin, Program Director, FPRP

Ian Hodder, Acting Program Director, FPRP

Francine Synyard, Admin Assistant, FPRP

Appendix B: Family Practice Networks – FPN Boards

Long Range FPN Board (Western NL)

December 2023 – November 2024

- Dr. Paula Cooper, Chair
- Dr. Nicola Penney, Vice-Chair
- Dr. Amy Pieroway, Treasurer
- Dr. Dave Blecher
- Dr. Tyler Brown
- Dr. Shanda Slipp
- Dr. Mark Smallwood
- Dr. Chris Whitten
- Dr. Melanie Young

Guests

- Dr. Chris Whitten
- Dr. Melanie Young

December 2022 – November 2023

- Dr. Paula Cooper, Chair
- Dr. Nicola Penney, Vice-Chair
- Dr. Amy Pieroway, Treasurer
- Dr. Dave Blecher
- Dr. Tyler Brown
- Dr. Sheila Lewis
- Dr. Shanda Slipp
- Dr. Mark Smallwood
- Dr. Chris Whitten

Guests

- Dr. Kristen Peckford, Resident
- Dr. Amy Powell, Resident

Shalloway FPN Board (Central NL)

June 2023 – May 2024

- Dr. Dawn Turner, Chair
- Dr. Carm Casey, Vice-Chair
- Dr. Desmond Whalen, Treasurer
- Dr. Hany Henein
- Dr. Rafik Shehata
- Dr. Maureen Gibbons
- Dr. Sara Hicks
- Dr. Madan Mariappan
- Dr. Abby Robbins

Guest

- Dr. Karin Ishak, Resident

Appendix B: Family Practice Networks – FPN Boards

June 2022 – May 2023

- Dr. Jared Butler, Chair
- Dr. Dawn Turner, Vice-Chair
- Dr. Desmond Whalen, Treasurer
- Dr. Carmel Casey
- Dr. Hany Henein
- Dr. Tony Gabriel

Guest

- Dr. Abby Robbins, Resident

RE-Boot FPN Board (Rural Eastern NL)

June 2023 – May 2024

- Dr. Annabeth Loveys, Chair
- Dr. Erin FitzPatrick, Vice-Chair
- Dr. Paula Slaney, Treasurer
- Dr. Mitchel Kehoe
- Dr. Daniel Rees
- Dr. Michelle Kennedy
- Dr. Colette Dawson
- Dr. Robbie McCarthy

Guest

- Dr. Kelly Mitchelmore, Resident

June 2022 – May 2023

- Dr. Jackie Elliott, Chair
- Dr. Erin FitzPatrick, Vice-Chair
- Dr. Annabeth Loveys, Treasurer
- Dr. David Kwinter
- Dr. Michelle Kennedy
- Dr. Mitchell Kehoe
- Dr. Paula Slaney

Guest

- Dr. Daniel Rees, Resident

Endeavor FPN Board (Urban Eastern NL)

December 2023 – November 2024

- Dr. Annette McCarthy, Chair
- Dr. Alison Drover, Vice-Chair
- Dr. Krysta Au, Treasurer
- Dr. Alysha Mehta
- Dr. Angela Rees
- Dr. Emily Ursell
- Dr. Stephen (Steve) Lee
- Dr. Siobhan Kavanagh
- Dr. Sarah Tulk

December 2022 – November 2023

- Dr. Annette McCarthy, Chair
- Dr. Alison Drover, Vice-Chair
- Dr. Krysta Au, Treasurer
- Dr. Collen Kirby
- Dr. Lori Shandera
- Dr. Michelle Levy
- Dr. Emily Ursell
- Dr. Angela Rees
- Dr. Alysha Mehta

Staff – Family Practice Networks

Adam Wylie, Executive Director, Endeavor FPN

Deborah Wearn, Executive Director, RE-Boot FPN

Trina Ralph, Executive Director, Shalloway FPN

Stephen Wan, Executive Director, Long Range FPN

Amanda Kane, Executive Assistant, Long Range and Shalloway FPNs

Mallory Spencer, Executive Assistant Endeavor and RE-Boot FPNs

Staff - Family Practice Renewal Program

Chad Perrin, Program Director

Ian Hodder, Senior Program Consultant, Family Practice Networks

Paula Hanrahan, Senior Program Consultant, Practice Improvement Program

Emily Hynes, FPN Specialist

Melissa Sullivan, Program Manager, Blended Capitation

Marylou Walsh, PIP Specialist

Francine Synyard, Administrative Assistant

Dana Howse, Program Specialist, Blended Capitation

Jason Clarke, Program Specialist, Blended Capitation