

**Date:** February 1, 2024, 5:30 P.M. TO 8:00 P.M.

**Zoom Link:** <https://doctorsofbc.zoom.us/j/92755772004?pwd=aE1XeHdndjlxZFVla2hnTzcrSEg2Zz09>

## 1. President's Welcome

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Land Acknowledgement – Dr Danette Dawkin

## 2. Consent Agenda

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**For approval:**

- [Draft December 10, 2023 Board Minutes](#)
- [SGP Financial Management Report, December 31, 2023](#)

**Recommendation for Decision:** The Board approves the consent agenda.

## 3. 2023/24 Allocation & 2024/25 General Fee Increase

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- [BRIEFING NOTE: Fee Allocation](#)

**Recommendation for Decision:** The Board approves the allocation of the 2023/24 Family Practice Fee Guide Funding and the 2024/25 General Fee Increase as presented.

## 4. Executive Director Hire

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- [BRIEFING NOTE: Report of the Staffing Committee](#)

**Recommendation for Decision:** The Board approves the hiring of the Staffing Committee's recommended candidate for Executive Director, as presented.

## 5. The Board's Role in Onboarding the Executive Director

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**Discussion**

Guest Speaker: Doug Nelson & Karen Gilmore, The Discovery Group

## 6. Conclusion

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**BOARD OF DIRECTORS  
MEETING MINUTES  
DECEMBER 10, 2023**

Minutes of the BC Family Doctors Board of Directors meeting held on December 10, 2023 via videoconference.

**PRESENT:**

Charlene Lui, Board Chair  
Tahmeena Ali, President  
Maryam Zeineddin, President-Elect and Statutory Negotiations Committee (SNC)  
Representative  
Goldis Mitra, Treasurer  
Danette Dawkin, Past-President  
Karen Forgie, Economics Committee Chair  
Forson Chan, District 5 Board Delegate  
Jessica Chan, District 3 Board Delegate  
Harjinder Dau, District 7 Board Delegate  
Grant Del Begio, District 10 Board Delegate  
Magda Du Plessis, District 12 Board Delegate  
Shelley Jetzer, District 8 Board Delegate  
Philip Kubara, District 14 Board Delegate  
Sujatha Nilavar, District 16 Board Delegate  
Sara Nimmo, District 4 Board Delegate  
Alicia Pawluk, District 2 Board Delegate  
Nicholas Petropolis, District 6 Board Delegate (arrived at 9:30 a.m.)  
Irfan Rajani, First Five Years of Practice Representative  
Julia Robson, Family Practice Resident R2  
Olivia Tseng, District 3 Board Delegate  
David Whittaker, District 11 Board Delegate

**REGRETS:**

Kamiko Bressler, Family Practice Resident R1  
Melissa Duff, District 1 Board Delegate  
Celestine Esume, District 13 Board Delegate  
Onuora Odoh, District 9 Board Delegate

**GUESTS:**

Greg Costello, Family Practice Services Committee (FPSC) Representative (Items 7 to 9)  
Robert Drapala, Sports Medicine Representative (Items 7 to 9)  
Dan Horvat, Doctors of BC Liaison (Items 7 to 9)  
Baldev Sanghera, FPSC Representative (Items 7 to 9)  
Tracy Monk, FPSC Representative (Items 7 to 9)

**STAFF:**

Renee Fernandez, Executive Director  
Penelope Hutchison, Chief Strategy and Operations Officer  
Meg McCaslin, Program and Communications Coordinator

**PREPARATION OF MINUTES:**

Carol Lee, Mosaic Writing Group, Recording Secretary

**1. CALL TO ORDER AND DECLARATION OF QUORUM**

Upon confirming that a quorum was present, Tahmeena Ali, President, called the meeting to order at 9:04 a.m.

Shelly Jetzer, District 8 Board Delegate, provided a land acknowledgement and invited BC Family Doctors Board members to acknowledge the territory from which they are participating in the meeting.

The meeting attendees participated in an ice-breaker exercise.

**2. ADOPTION OF THE AGENDA**

*Draft agenda of the December 10, 2023 Board meeting was provided with the agenda material.*

The agenda of the December 10, 2023 BC Family Doctors Board of Directors meeting was adopted.

**3. CONSENT AGENDA**

*The following documents were provided with the agenda material:*

- *For approval:*
  - *Draft September 30, 2023 Board Minutes*
  - *SGP Financial Management Report for the period ended October 31, 2023, dated November 28, 2023*
  - *Nominating Report re "RA Delegate Nominations 2024"*
- *For information:*
  - *Membership Tracker, as of October 31, 2023*
  - *Economics Tracker, December 2023.*

The Consent Agenda for the December 10, 2023 Board of Directors meeting was adopted.

**Member Arrived**

Nicholas Petropolis joined the meeting at 9:30 a.m.

**4. NEW BUSINESS**

The President reported that Charlene Lui has been elected as the Doctors of BC President-Elect. As a result, it will be necessary to elect a new Board Chair or to appoint an Acting Chair until the 2023 Annual General Meeting (AGM).

It was agreed that, in the interest of succession planning, to seek expressions of interest from all Board members and to provide an opportunity for interested individuals to gain experience chairing meetings.

**5. EXECUTIVE DIRECTOR (ED) HIRING UPDATE**

The President reviewed a presentation titled "Staffing Committee Update" providing an updated on the recruitment of a new ED.

During discussion, it was noted that an ad-hoc Board meeting will be called in February 2024 to consider the Staffing Committee's recommended candidate for the ED position.

## 6. BUDGET 2024

*Briefing note re "The 2024 Budget", dated December 10, 2023, was provided with the agenda material.*

Goldis Mitra, Treasurer, and Penelope Hutchison, Chief Strategy and Operations Officer, jointly led the review of a presentation titled "Budget 2024" and highlighted:

- Work planned for 2024:
  - Development of a new strategic plan
  - Modernize governance model, including updating by-laws
  - Expansion of the Longitudinal Family Physician (LFP) Payment Model
  - Expansion of billing training and advice
  - Simplification of family medicine fee guide
  - Increasing communications with members and partner organizations
- Proposed 2024 budget:
  - Planned deficit of \$127,082:
    - To be funded from the BC Family Doctors' \$1.7 million investment account
    - After a \$950,000 Operating Reserve Fund set aside, there is more than \$700,000 in excess investment funds to support the growth in operations and activities
  - Total estimated revenue of \$1,736,151:
    - Doctors of BC (DoBC) funding of \$263,332 to support the work on the expansion of the LFP Payment Model
  - Total expenses of \$1,863,233:
    - Expansion of the senior leadership team and hiring of two additional staff positions
    - Increase in contractors and consultant fees to achieve the Board's 2024 priorities.

The 2024 budget was approved, as presented.

### Agenda Varied

The order of the agenda was varied to consider Item 8 prior to Item 7.

## 8. FEE-FOR-SERVICE (FFS) AND LONGITUDINAL FAMILY PHYSICIAN (LFP) PAYMENT MODEL UPDATES

Karen Forgie, Economics Chair, reviewed the Economics Tracker provided with the consent agenda and invited suggestions for 2024 PMA allocations.

During discussion, the following suggestions for 2024 allocations were received:

- Increase tray and procedure fees
- Incentivize in-person visits
- Maternity care fees and incentives.

### Agenda Varied

The order of the agenda was resumed.

## 7. **2025 PHYSICIAN MASTER AGREEMENT (PMA) PRIORITIES**

*Briefing note re "Priorities for the 2025 PMA" was provided with the agenda material.*

Renee Fernandez, Executive Director, reviewed the briefing note provided with the agenda material and highlighted themes for 2025 PMA negotiation priorities, based on survey responses from BC Family Doctors members:

1. Modernize and create equity in physician compensation
2. Address administrative burdens
3. Expand business and practice supports
4. Improve physician health and well-being
5. Increase family physician (FP) respect and representation
6. Build the future of primary care.

Discussion ensued on:

- The need to address the inequities in rural, remote and Indigenous communities:
  - Concern that BC Family Doctors is more engaged in urban physician compensation than rural and remote physicians
- The misconception that the LFP Payment Model solved the primary care crisis:
  - The need to address the systemic issues arising from the LFP Payment Model through the 2025 PMA negotiations
- The need to challenge the assumption that FPs and nurse practitioners (NPs) are equivalent
- Concern regarding the potential duplication of effort with DoBC initiatives regarding technology supports
- Concern with the number of FP priorities being proposed for the 2025 PMA negotiations
- Suggestion to take a strategic approach to build on the successes of the 2022 PMA negotiations
- Suggestion to identify BC Family Doctors' priorities that would also benefit specialists.

That 2025 Physician Master Agreement priorities were approved, as presented.

### **Agenda Varied**

The order of the agenda was varied to continue with the discussion on Item 8.

## 8. **FEE-FOR-SERVICE (FFS) AND LONGITUDINAL FAMILY PHYSICIAN (LFP) PAYMENT MODEL UPDATES (continued)**

The President provided an update on discussions with the Ministry of Health (MoH) to expand the LFP Payment Model for:

- Time and interaction fee codes for maternity and palliative care
- Availability payments for in-patient and long-term care
- Rural and remote compensation.

Discussion ensued on

- Concern regarding BC Family Doctors resources available to expand and implement the expansion of the LFP Payment Model:
  - Whether BC Family Doctors members should be informed of the lack of resources for the LFP Payment Model provided by DoBC and MoH
- Suggestion that BC Family Doctors members who have the capacity volunteer to provide short-term assistance to the BC Family Doctors staff.

**9. CONCLUSION**

There being no further business, the BC Family Doctors Board of Directors meeting held on December 10, 2023, concluded at 12:15 p.m.

DRAFT

# Management Report

Society of General Practitioners of BC  
For the period ended December 31, 2023

Prepared by  
**Management**

Prepared on  
**January 24, 2024**

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# Statement of Financial Position

As of December 31, 2023

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Cash and Cash Equivalent</b>	
10010 BMO Chequing	379,981
<b>Total Cash and Cash Equivalent</b>	<b>379,981</b>
13000 Prepaid Expense	3,569
<b>Total Current Assets</b>	<b>383,550</b>
<b>Non-current Assets</b>	
<b>Property, plant and equipment</b>	
15000 Office Assets	
15100 Furnishings	23,446
17100 Accumulated Dep - Furnishings	-10,530
<b>Total 15100 Furnishings</b>	<b>12,916</b>
15200 Computers	53,426
17200 Accumulated Dep - Computers	-52,887
<b>Total 15200 Computers</b>	<b>539</b>
15900 Leasehold Improvements	8,608
<b>Total 15000 Office Assets</b>	<b>22,063</b>
17000 Cumulative Depreciation	
17300 Accumulated Dep - Leasehold Imp	-5,165
<b>Total 17000 Cumulative Depreciation</b>	<b>-5,165</b>
<b>Total Property, plant and equipment</b>	<b>16,898</b>
11000 Investments	
11100 Nesbitt Burns	683,180
<b>Total 11000 Investments</b>	<b>683,180</b>
11200 Operating Reserve Fund	800,000
<b>Total Non Current Assets</b>	<b>1,500,078</b>
<b>Total Assets</b>	<b>\$1,883,628</b>

## LIABILITIES AND EQUITY

### Liabilities

#### Current Liabilities

##### Accounts Payable (A/P)

20000 Accounts Payable	20,081
20100 A/P Other Audit	3,750

**Total Accounts Payable (A/P) 23,831**

##### Credit Card

20400 FERNANDEZ BMO CC # 6220	3,542
20500 MCCASLIN BMO CC # 2351 / 5290	352
20600 HUTCHISON CC BMO # 5267	4,992

**Total Credit Card 8,886**

**Total Current Liabilities 32,717**

**Total Liabilities 32,717**

	<b>Total</b>
<b>Equity</b>	
30000 Opening Balance Equity	1,492,163
Retained Earnings	0
Profit for the year	358,749
<b>Total Equity</b>	<b>1,850,911</b>
<b>Total Liabilities and Equity</b>	<b>\$1,883,628</b>

# Statement of Operations

January - December 2023

	Jan. 2023	Feb. 2023	Mar. 2023	Apr. 2023	May 2023	Jun. 2023	Jul. 2023	Aug. 2023	Sep. 2023	Oct. 2023	Nov. 2023	Dec. 2023	Total
<b>INCOME</b>													
40100 Membership Dues - SGP Regular		785,594	192,395	152,417	87,490	16,983	14,095	12,829	8,795	6,179	6,655	3,327	1,286,758
40300 Doctors of BC Annual Grant			100,000										100,000
40500 Divisions Income	133	3,600	5,650	2,750	800								12,933
42000 Interest Income & Bank Interest	1,902	1,749	1,434	1,599	11,124	1,843	2,773	3,143	20,270	3,129	3,239	3,144	55,349
49900 Honoraria Reimbursements		25,396											25,396
49910 Doctors of BC LFP Funding Transfer Agreement						65,833	65,833			65,833			197,500
<b>Total Income</b>	<b>2,035</b>	<b>816,338</b>	<b>299,479</b>	<b>156,766</b>	<b>99,413</b>	<b>84,660</b>	<b>82,702</b>	<b>15,972</b>	<b>29,065</b>	<b>75,141</b>	<b>9,894</b>	<b>6,471</b>	<b>1,677,936</b>
<b>GROSS PROFIT</b>	<b>2,035</b>	<b>816,338</b>	<b>299,479</b>	<b>156,766</b>	<b>99,413</b>	<b>84,660</b>	<b>82,702</b>	<b>15,972</b>	<b>29,065</b>	<b>75,141</b>	<b>9,894</b>	<b>6,471</b>	<b>1,677,936</b>
<b>EXPENSES</b>													
50100 HONORARIA													0
50102 Meeting Honoraria	4,650	20,309	3,299	13,234	1,828	27,422	1,590	2,345	30,006	5,961	12,598	14,228	137,471
50103 Executive Stipend	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,400
50110 Other Work		477	477	159	159	795							2,067
50170 Honoraria CPP SGP Contribution	268	570	109	397	13	1,113		59	1,036	225	607	532	4,927
<b>Total 50100 HONORARIA</b>	<b>8,118</b>	<b>24,556</b>	<b>7,084</b>	<b>16,990</b>	<b>5,200</b>	<b>32,530</b>	<b>4,790</b>	<b>5,604</b>	<b>34,241</b>	<b>9,387</b>	<b>16,405</b>	<b>17,960</b>	<b>182,865</b>
56000 EXPENSES													0
56030 Transportation & Accommodation	1,101	656			504	3,815	271		1,382	98	3,455		11,282
56050 Hotel Per Diem	1,135	759			1,259	8,743			1,385	327			13,608
<b>Total 56030 Transportation &amp; Accommodation</b>	<b>2,237</b>	<b>1,414</b>			<b>1,763</b>	<b>12,558</b>	<b>271</b>		<b>2,767</b>	<b>425</b>	<b>3,455</b>		<b>24,890</b>
<b>Total 56000 EXPENSES</b>	<b>2,237</b>	<b>1,414</b>			<b>1,763</b>	<b>12,558</b>	<b>271</b>		<b>2,767</b>	<b>425</b>	<b>3,455</b>		<b>24,890</b>
58000 Contractors & Consultants	518	525		499		2,605	630	19,688	9,521	10,868		21,875	66,728
59000 Contractors Physicians	714	1,517	893	1,428	625	714	446	1,071	893	538	1,964	1,785	12,586
<b>Total 58000 Contractors &amp; Consultants</b>	<b>1,232</b>	<b>2,042</b>	<b>893</b>	<b>1,927</b>	<b>625</b>	<b>3,319</b>	<b>1,076</b>	<b>20,759</b>	<b>10,414</b>	<b>11,406</b>	<b>1,964</b>	<b>23,660</b>	<b>79,314</b>
66000 Payroll Expenses													0
66010 Wages - Gross	56,119	56,119	56,119	62,653	62,653	72,081	59,237	59,545	49,339	58,037	55,390	74,621	721,912
66130 CPP SGP Contribution	3,252	3,252	3,407	2,344	1,878	2,052	903	756	412	359	182		18,799
66150 EI SGP Contribution	1,281	1,281	1,284	926	677	769	320	213	164	111			7,027
<b>Total 66000 Payroll Expenses</b>	<b>60,652</b>	<b>60,652</b>	<b>60,810</b>	<b>65,923</b>	<b>65,208</b>	<b>74,903</b>	<b>60,460</b>	<b>60,514</b>	<b>49,915</b>	<b>58,508</b>	<b>55,572</b>	<b>74,621</b>	<b>747,738</b>
66160 Payroll Processing Expense	381	614	772	772	589	998	810	578	652	825	612	854	8,457
66200 RRSP Benefit			6,375			5,375	2,000		5,375				24,500
66300 Medical, LTD, Insurance Benefit	4,004	4,004	4,004	4,004	4,004	4,004	4,004	3,242	3,242	4,701	3,728	3,728	46,667
66400 Employee Training		35							998		475	998	2,505
66700 Membership & Licenses		2,452											2,452
70000 Communications & Marketing Expenses	7,940	5,452	4,884	2,415	3,277	2,946	4,974	4,881	5,424	6,528	7,247	8,348	64,315
79000 Website Expenses	4,304	788	2,494	689	722	886	886				1,214		11,982
<b>Total 70000 Communications &amp; Marketing Expenses</b>	<b>12,244</b>	<b>6,239</b>	<b>7,377</b>	<b>3,104</b>	<b>3,999</b>	<b>3,832</b>	<b>5,859</b>	<b>4,881</b>	<b>5,424</b>	<b>6,528</b>	<b>8,461</b>	<b>8,348</b>	<b>76,297</b>
70100 Meeting Space and Catering	60	540			3,790	3,095		79	340	2,190			10,094
70200 Gifts and Donations	213		291	221	164	106		138	735			269	2,136
70300 Professional Services Fees	788	788	788	4,537	788	828	16,937	788	788	5,549	788	788	34,150

	Jan. 2023	Feb. 2023	Mar. 2023	Apr. 2023	May 2023	Jun. 2023	Jul. 2023	Aug. 2023	Sep. 2023	Oct. 2023	Nov. 2023	Dec. 2023	Total
70400 Bank & Interest Expense	54	52	74	62	84	57	79	63	125	66	63	65	843
73300 Insurance & WorkSafe	961	512			1,000		3,990						6,463
74900 Office Supplies & Services	1,938	1,952	1,928	2,465	2,098	5,182	1,839	1,649	1,844	1,612	1,933	1,530	25,970
77100 Rent and Parking	2,554	2,554	2,554	2,665	3,178	2,665	2,665	2,665	2,665	2,665	2,665	2,665	32,160
78100 Telephone-Fax		8											8
79010 Education Program Expenses	3,667	34	314	943	458	248	2,774			876	2,365		11,679
<b>Total Expenses</b>	<b>99,101</b>	<b>108,448</b>	<b>93,262</b>	<b>103,611</b>	<b>92,947</b>	<b>149,699</b>	<b>107,554</b>	<b>100,959</b>	<b>119,524</b>	<b>104,737</b>	<b>98,487</b>	<b>140,860</b>	<b>1,319,188</b>
<b>PROFIT</b>	<b>\$ -97,066</b>	<b>\$707,890</b>	<b>\$206,217</b>	<b>\$53,155</b>	<b>\$6,466</b>	<b>\$ -65,039</b>	<b>\$ -24,852</b>	<b>\$ -84,987</b>	<b>\$ -90,459</b>	<b>\$ -29,595</b>	<b>\$ -88,593</b>	<b>\$ -134,389</b>	<b>\$358,749</b>

# Statement of Operations YTD Comparison

January - December 2023

		Total
	Jan - Dec. 2023	Jan - Dec. 2022 (PY)
<b>INCOME</b>		
40100 Membership Dues - SGP Regular	1,286,758	1,042,289
40300 Doctors of BC Annual Grant	100,000	44,546
40500 Divisions Income	12,933	8,800
42000 Interest Income & Bank Interest	55,349	14,625
49900 Honoraria Reimbursements	25,396	
49910 Doctors of BC LFP Funding Transfer Agreement	197,500	
<b>Total Income</b>	<b>1,677,936</b>	<b>1,110,260</b>
<b>GROSS PROFIT</b>	<b>1,677,936</b>	<b>1,110,260</b>
<b>EXPENSES</b>		
50100 HONORARIA		
50102 Meeting Honoraria	137,471	168,429
50103 Executive Stipend	38,400	39,240
50110 Other Work	2,067	6,438
50170 Honoraria CPP SGP Contribution	4,927	7,734
<b>Total 50100 HONORARIA</b>	<b>182,865</b>	<b>221,841</b>
56000 EXPENSES		
56030 Transportation & Accommodation	11,282	9,912
56050 Hotel Per Diem	13,608	13,903
56070 Other Expense		104
<b>Total 56030 Transportation &amp; Accommodation</b>	<b>24,890</b>	<b>23,920</b>
56060 Office Overhead		1,500
<b>Total 56000 EXPENSES</b>	<b>24,890</b>	<b>25,420</b>
58000 Contractors & Consultants	66,728	55,356
59000 Contractors Physicians	12,586	16,556
<b>Total 58000 Contractors &amp; Consultants</b>	<b>79,314</b>	<b>71,912</b>
66000 Payroll Expenses		
66010 Wages - Gross	721,912	606,363
66130 CPP SGP Contribution	18,799	16,795
66150 EI SGP Contribution	7,027	6,459
<b>Total 66000 Payroll Expenses</b>	<b>747,738</b>	<b>629,618</b>
66160 Payroll Processing Expense	8,457	8,568
66200 RRSP Benefit	24,500	19,250
66300 Medical, LTD, Insurance Benefit	46,667	38,184
66400 Employee Training	2,505	3,627
66700 Membership & Licenses	2,452	2,652
70000 Communications & Marketing Expenses	64,315	78,328
79000 Website Expenses	11,982	5,127
<b>Total 70000 Communications &amp; Marketing Expenses</b>	<b>76,297</b>	<b>83,455</b>
70100 Meeting Space and Catering	10,094	6,703
70200 Gifts and Donations	2,136	740
70300 Professional Services Fees	34,150	25,660

		<b>Total</b>
	<b>Jan - Dec. 2023</b>	<b>Jan - Dec. 2022 (PY)</b>
70400 Bank & Interest Expense	843	846
72400 Depreciation Expense		3,786
73300 Insurance & WorkSafe	6,463	6,303
74900 Office Supplies & Services	25,970	22,723
77100 Rent and Parking	32,160	29,800
78100 Telephone-Fax	8	61
79010 Education Program Expenses	11,679	13,833
<b>Total Expenses</b>	<b>1,319,188</b>	<b>1,214,981</b>
<b>PROFIT</b>	<b>\$358,749</b>	<b>\$ -104,721</b>

# Budget vs. Actuals

January - December 2023

	Actual	Budget	over Budget	Total % of Budget
<b>INCOME</b>				
40100 Membership Dues - SGP Regular	1,286,758.17	1,194,260.00	92,498.17	107.75 %
40300 Doctors of BC Annual Grant	100,000.00	100,000.00	0.00	100.00 %
40500 Divisions Income	12,933.33	10,560.00	2,373.33	122.47 %
42000 Interest Income & Bank Interest	55,349.22	8,500.00	46,849.22	651.17 %
49900 Honoraria Reimbursements	25,395.53		25,395.53	
49910 Doctors of BC LFP Funding Transfer Agreement	197,499.99		197,499.99	
<b>Total Income</b>	<b>1,677,936.24</b>	<b>1,313,320.00</b>	<b>364,616.24</b>	<b>127.76 %</b>
<b>GROSS PROFIT</b>				
	<b>1,677,936.24</b>	<b>1,313,320.00</b>	<b>364,616.24</b>	<b>127.76 %</b>
<b>EXPENSES</b>				
<b>50100 HONORARIA</b>				
50102 Meeting Honoraria	137,470.97	226,647.00	-89,176.03	60.65 %
50103 Executive Stipend	38,400.00	38,400.00	0.00	100.00 %
50110 Other Work	2,066.62	41,000.00	-38,933.38	5.04 %
50170 Honoraria CPP SGP Contribution	4,927.33	13,135.00	-8,207.67	37.51 %
<b>Total 50100 HONORARIA</b>	<b>182,864.92</b>	<b>319,182.00</b>	<b>-136,317.08</b>	<b>57.29 %</b>
<b>56000 EXPENSES</b>				
56030 Transportation & Accommodation	11,281.92	63,450.00	-52,168.08	17.78 %
56050 Hotel Per Diem	13,608.22		13,608.22	
<b>Total 56030 Transportation &amp; Accommodation</b>	<b>24,890.14</b>	<b>63,450.00</b>	<b>-38,559.86</b>	<b>39.23 %</b>
56060 Office Overhead		4,500.00	-4,500.00	
<b>Total 56000 EXPENSES</b>	<b>24,890.14</b>	<b>67,950.00</b>	<b>-43,059.86</b>	<b>36.63 %</b>
58000 Contractors & Consultants	66,727.86	111,990.00	-45,262.14	59.58 %
59000 Contractors Physicians	12,586.25		12,586.25	
<b>Total 58000 Contractors &amp; Consultants</b>	<b>79,314.11</b>	<b>111,990.00</b>	<b>-32,675.89</b>	<b>70.82 %</b>

	Actual	Budget	over Budget	Total % of Budget
66000 Payroll Expenses				
66010 Wages - Gross	721,911.90	718,090.00	3,821.90	100.53 %
66130 CPP SGP Contribution	18,798.51	20,945.00	-2,146.49	89.75 %
66150 EI SGP Contribution	7,027.11	7,560.00	-532.89	92.95 %
<b>Total 66000 Payroll Expenses</b>	<b>747,737.52</b>	<b>746,595.00</b>	<b>1,142.52</b>	<b>100.15 %</b>
66160 Payroll Processing Expense	8,457.16	8,760.00	-302.84	96.54 %
66200 RRSP Benefit	24,500.00	26,500.00	-2,000.00	92.45 %
66300 Medical, LTD, Insurance Benefit	46,667.00	47,250.00	-583.00	98.77 %
66400 Employee Training	2,505.00	11,010.00	-8,505.00	22.75 %
66700 Membership & Licenses	2,451.85	3,000.00	-548.15	81.73 %
70000 Communications & Marketing Expenses	64,314.83	87,600.00	-23,285.17	73.42 %
79000 Website Expenses	11,981.82	10,320.00	1,661.82	116.10 %
<b>Total 70000 Communications &amp; Marketing Expenses</b>	<b>76,296.65</b>	<b>97,920.00</b>	<b>-21,623.35</b>	<b>77.92 %</b>
70100 Meeting Space and Catering	10,093.80	22,750.00	-12,656.20	44.37 %
70200 Gifts and Donations	2,136.42	1,200.00	936.42	178.04 %
70300 Professional Services Fees	34,150.09	41,040.00	-6,889.91	83.21 %
70400 Bank & Interest Expense	842.55	1,200.00	-357.45	70.21 %
73300 Insurance & WorkSafe	6,463.30	5,000.00	1,463.30	129.27 %
74900 Office Supplies & Services	25,970.40	20,340.00	5,630.40	127.68 %
77100 Rent and Parking	32,160.03	31,368.00	792.03	102.52 %
78100 Telephone-Fax	7.90	300.00	-292.10	2.63 %
79010 Education Program Expenses	11,678.80	38,500.00	-26,821.20	30.33 %
<b>Total Expenses</b>	<b>1,319,187.64</b>	<b>1,601,855.00</b>	<b>-282,667.36</b>	<b>82.35 %</b>
<b>NET OPERATING INCOME</b>	<b>358,748.60</b>	<b>-288,535.00</b>	<b>647,283.60</b>	<b>-124.33 %</b>
<b>NET INCOME</b>	<b>\$358,748.60</b>	<b>\$ -288,535.00</b>	<b>\$647,283.60</b>	<b>-124.33 %</b>



## BRIEFING NOTE

### 2023/24 Family Practice Fee Guide Funding 2024/25 General Fee Increase Allocation

#### 1. PURPOSE

To identify the BC Family Doctors priorities for allocating the 2023/24 Family Practice Fee Guide Funding and the 2024/25 General Fee Increases.

#### 2. BACKGROUND

The 2022 PMA provided several baskets of fee-for-service funding to family medicine.

##### (a) New annual funding for the purpose of modifying fees and/or creating new fees

###### **\$59.0M/year, effective April 1, 2023**

- \$1.0M/year to be allocated with the agreement of the Section of Surgical Assistants (completed)
- \$0.7M/year to be allocated with the agreement of the Section of Sports and Exercise Medicine (in progress)

An additional \$26.0M/year will need to be allocated in 2024. (This will come to the Board at a later date.)

We have \$56 M/year remaining of our 2023 funding as we have already allocated some funds as below:

Fee code	Status
14540 IUD insertion	Completed – effective December 2023
13655 FP Vasectomy bonus associated with bilateral vasectomy	Completed – effective December 2023
13003 BMI surgical assist surcharge	Completed – effective December 2023
13631 tray fee	In progress with MSP
14005 and 14105	In progress with MSP

##### (b) General Fee Increase

###### **\$16.1M/year, effective April 1, 2024**

The 2022 PMA also provided an overall fee increase of 1.0%, effective April 1, 2024. For family medicine, this is equivalent to \$16.1M. Changes to fees will be effective as of April 1, 2024.

**BRIEFING NOTE****2023/24 Family Practice Fee Guide Funding  
2024/25 General Fee Increase Allocation****3. RECOMMENDATION**

The Economics Committee has reviewed the allocations in detail. They recommend that the funding be allocated as noted in the Appendix.

**Notable fee increases are shared below.****Visits**

- In-office, virtual, and out-of-office visits will increase significantly for the first time in many years.
- For example, 0100 will increase from \$35.83 to \$37.91.
- In-office and virtual visits have been kept equal.
- As these are highly used fee codes, this has a cost of almost \$50 million dollars per year.

**Counselling and Complete Examinations**

- For several years, we have been working to increase the value of counselling visits so that they are equal to complete examinations.
- The goal was to have a 1:2:2 ratio of visits: counselling: complete examinations
- With this allocation, we have achieved this for in-office, virtual, and out-of-office care.

**Consultations**

- In-office and out-of-office consultations received a significant increase to recognize the work of physicians who provide referral-based consultative care
- This will assist doctors with focused practices as well as those who provide consultative care in addition to their longitudinal practice (e.g. sports medicine, addiction medicine, mental health, reproductive health care, etc.)

**Immunizations and injections:**

- Adult immunizations (stand-alone fee) were increased to \$16.50
- Pediatric immunizations (add on to visit) were increased to \$6.50

**Delegable fees**

- Fees that can be billed for services provided by staff and/or allied care providers were all increased
- These include anticoagulation advice, medical advice relay, immunizations, and injections

**Time-based fees**

- All time-based fees will have a value of \$49.95 per 15 minutes

You can find information about the fee codes in the [Simplified Fee Guide](#) and the [MSC Payment Schedule](#).

## Appendix - Summary of Fee Allocations

FEE CHANGES FROM 2023/24 FM FEE FUND AND 2024/25 GFI ALLOCATIONS				
FEE CODE	DESCRIPTION	CURRENT FEE	PROPOSED FEE FROM FM FUND	PROPOSED FEE FROM GFI
00010	Intramuscular injections, immunizations pts 19 years or older	\$15.25	\$16.50	
00011	Intravenous medications	\$15.25	\$16.50	
00012	Venepuncture and dispatch of specimen	\$6.39	\$6.70	
00013	Intra-arterial medications	\$17.15	\$17.49	
00014	Injection, Intra-articular - hip (initial injection)	\$27.36	\$28.73	
00015	Injection, Intra-articular - tendons, bursae and all other joints (initial injection)	\$18.18		\$19.09
00019	Venesection for polycythemia, phlebotomy - procedural fee	\$33.75	\$35.43	
00030	Skin Tests-diagnostic	\$9.51	\$9.99	
00034	Subcutaneous injections pts 19 years or older	\$15.25	\$16.50	
00039	Opioid Agonist Treatment (OAT) for Opioid Use Disorder	\$25.94		\$26.49
00043	Anticoagulation Therapy	\$9.34	\$10.00	
00062	Adoption - Examination - initial, of well child, report	\$83.14		\$87.29
00064	Adoption - Subsequent Exam - within 6 months	\$37.40		\$39.27
00065	Investigation with completion of B.C. Mental Health Act Forms 3, 4.1, 4.2 or 6 (fee per doctor)	\$111.27		\$116.83
00066	Completion of B.C. Mental Health Act Forms 3, 4.1 or 4.2 or 6, on previously assessed or treated	\$50.00		\$52.50
00067	Investigation with cancellation of B.C. Mental Health Act Forms 4.1, 4.2 or 6, and subsequent vol	\$49.88		\$52.37
00081	Emergency Bedside care	\$113.18		\$118.84
00082	Critical care monitoring	\$67.90	\$71.29	
00083	Crisis Intervention	\$113.18	\$118.83	
00084	Accompanying patients	\$236.78	\$248.61	
00100	Visit-in office (Age 2-49)	\$35.83	\$36.44	\$37.91
00101	Complete examination - in office (Age 2-49)	\$72.05	\$77.04	
00103	Home visit - (service rendered between 0800 and 2300 hours)- any day	\$127.23	\$133.59	
00105	Visit - Hospital - On-Call, On-Site - Night	\$76.99	\$80.84	
00110	Consultation-in office (Age 2-49)	\$85.71	\$92.45	
00111	emergency home visit ( or scene of accident)	\$127.23	\$133.59	
00112	Emergency Visit	\$127.23	\$133.59	
00113	Visit - Hospital - On-Call, On-Site - Evening	\$55.39	\$58.16	
00114	Visit - Nursing Home - one or multiple, per patient	\$40.62	\$46.00	
00115	Visit - Nursing Home - one patient - when patient seen between hours of 0800 hrs and 2300 hrs -	\$127.23	\$133.59	
00117	Interpretation of electrocardiogram by non-internist	\$10.83	\$11.05	
00118	Attendance at caesarean section (if specifically requested by surgeon for care of baby only)	\$98.95	\$103.90	
00119	Routine care of new-born in hospital	\$101.14	\$106.20	
00120	Counselling- individual - in office (age 2-49)	\$64.35	\$77.04	
00121	Group counselling - 2 or more patients - first full hour	\$188.43	\$197.85	
00122	Group counselling 2 or more patients - second hour - per 1/2 hour	\$94.22	\$98.93	
00123	Visit - Hospital - On-Call, On-Site - Sat./Sun./Stat.Holiday	\$55.39	\$58.16	
00127	Palliative care patient facility visit	\$59.92	\$62.91	
00190	Treatments other than excision- minor-operation only	\$33.87	\$35.56	
00193	Non-CVT Certified surgical assist at Open Heart Surgery	\$32.17	\$33.77	
00195	Surgical Assistance (less than \$317.00 inclusive)	\$139.78	\$146.35	
00196	Surgical Assistance (\$317.01 to \$529.00 inclusive)	\$198.60		\$207.93
00197	Surgical Assistance (> \$529.00)	\$294.58		\$306.36
00198	Surgical Assistant - > 3 hours (continuous)	\$32.17		\$33.78
00757	Aspiration Other Joints	\$15.62	\$16.40	
00761	Aspiration Bursa or Cyst	\$15.62	\$16.40	
10010	Tdap-IPV or DTaP-IPV (Diphtheria, Tetanus, Pertussis, Polio)	\$5.82	\$6.50	
10011	DTaP-IPV-Hib (Diphtheria, Tetanus, Pertussis, Polio, Hib)	\$5.82	\$6.50	
10012	Td (Tetanus, Diphtheria)	\$5.82	\$6.50	
10013	Td/IPV (Tetanus, Diphtheria, Polio)	\$5.82	\$6.50	
10014	Tdap (Tetanus, Diphtheria, Pertussis)	\$5.82	\$6.50	
10015	Influenza (Flu)	\$5.82	\$6.50	
10016	Hepatitis A	\$5.82	\$6.50	
10017	Hepatitis B	\$5.82	\$6.50	
10018	Haemophilus influenza type b (Hib)	\$5.82	\$6.50	
10019	Polio (IPV)	\$5.82	\$6.50	
10020	Meningococcal C Conjugate (MEN-C)	\$5.82	\$6.50	
10021	Meningococcal Quadrivalent Conjugate (Groups A, C, Y, W-135)	\$5.82	\$6.50	
10022	MMR (Measles, Mumps, Rubella)	\$5.82	\$6.50	
10023	Pneumococcal Conjugate (PCV13)	\$5.82	\$6.50	
10024	Pneumococcal Polysaccharide (PPV23)	\$5.82	\$6.50	
10025	Rabies	\$5.82	\$6.50	
10026	Varicella (Chickenpox)	\$5.82	\$6.50	
10027	DTap-HB-IPV-Hib (Diphtheria, Tetanus, Pertussis, Hepatitis B, Polio, Hib)	\$5.82	\$6.50	
10028	HPV (Human Papillomavirus)	\$5.82	\$6.50	
10029	Rotavirus	\$5.82	\$6.50	
10030	MMR/V (Measles, Mumps, Rubella and Varicella)	\$5.82	\$6.50	
10040	Respiratory immunization for patients 19 years of age or older (with visit)	\$5.82	\$6.50	
10041	Respiratory immunization for patients 19 years of age or older (without visit)	\$14.00	\$16.50	
10046	Assessment for COVID-19 Therapeutics - per 15 min	\$44.04	\$49.95	
10047	Pediatric COVID-19 Immunization	\$5.52	\$6.50	
10710	In-office Anoscopy	\$11.06	\$11.61	
12100	Visit - In Office (age 0-1)	\$38.24	\$41.11	
12101	Complete examination - in office - (age 0-1)	\$77.79	\$82.22	
12110	Consultation-in office (Age 0-1)	\$92.37	\$98.66	
12120	Counselling - individual - In Office (age 0-1)	\$68.77	\$82.22	
12200	Visit - Out of Office (age 0-1)	\$45.87	\$49.31	
12201	Visit - Out of Office - complete examination - (age 0-1)	\$93.35	\$98.62	
12210	Consultation--out of office (Age 0-1)	\$110.85	\$118.34	
12220	Counselling - individual - Out of Office (age 0-1)	\$82.51	\$98.62	
13000	Telephone advice to Community Health Rep	\$19.92	\$20.91	
13005	Advice about a patient in Community Care	\$19.92	\$20.91	
13008	Community based FP hospital visit	\$59.92	\$62.91	
13011	Hospital at Home visit	\$68.40	\$71.82	
13012	Hospital at Home FP Conference with Allied Care Provider and/or Physician - per 15 minutes or g	\$47.10	\$49.95	
13013	Assessment Induction OAT for OUD per 15 min	\$47.10	\$49.95	
13014	Management of OAT induction for Opioid Use Disorder	\$22.03	\$23.13	
13020	Telehealth FP Assistant	\$47.10	\$49.95	
13028	Community FP supportive care hospital visit	\$41.88	\$43.97	
13041	Telehealth FP in-office Group Counselling - First full hour	\$188.39	\$197.81	
13042	Telehealth FP in-office Group Counselling For groups of two or more patients - Second hour, per f	\$94.20	\$98.91	
13052	Anesthetic evaluation, non-certified anesthesiologist	\$60.76		\$63.80
13070	In Office assessment of an unrelated condition(s) in association with a WorkSafe BC service	\$17.97	\$19.93	
13075	In Office assessment of an unrelated condition(s) in association with an ICBC service	\$17.97	\$19.93	
13109	Community based FP: Acute care hospital admission examination	\$114.04	\$119.72	
13194	Surgical Assist - FP first surgical assist of the day	\$95.10	\$99.86	
13200	Visit-out of office (Age 2-49)	\$42.98	\$46.20	
13201	Complete examination-out of office office (Age 2-49)	\$86.44	\$92.40	
13210	Consultation--out of office (Age 2-49)	\$102.87	\$110.88	
13220	Counselling- individual - out of office (age 2-49)	\$77.20	\$92.40	
13228	Visit - hospital -Community based FP (courtesy/associate privileges)	\$31.94	\$33.54	
13236	Telehealth FP Consultation (age 0-1)	\$92.37	\$98.66	
13237	Telehealth FP Visit (age 0-1)	\$38.24	\$41.11	
13238	Telehealth FP individual counselling (minimum time per visit - 20 minutes) (age 0-1)	\$68.77	\$82.22	
13334	Visit - long term care, first visit of day bonus, extra	\$71.98	\$75.58	
13338	Visit - first facility visit of the day (for routine supportive or terminal care) (active hosp priv	\$57.18	\$60.04	
13339	Visit - first facility visit of the day bonus, extra (courtesy/associate privileges)	\$71.98	\$75.58	
13436	Telehealth FP Consultation (age 2-49)	\$85.71	\$92.45	
13437	Telehealth FP Visit (age 2-49)	\$35.83	\$36.44	\$37.91
13438	Telehealth FP individual counselling (minimum time per visit - 20 minutes) (age 2-49)	\$64.35	\$77.04	
13501	MAID Assessment Fee - Assessor/Prescriber	\$47.10	\$49.95	
13502	MAID Assessment Fee - Assessor	\$47.10	\$49.95	
13503	Physician witness to video conference MAID Assessment - Patient Encounter	\$47.10	\$49.95	
13504	MAID Event Preparation and Procedure	\$309.33	\$324.80	
13505	MAID Medication Pick-up and Return	\$138.08	\$144.98	
13536	Telehealth FP Consultation (age 50-59)	\$92.37	\$98.66	
13537	Telehealth FP Visit (age 50-59)	\$38.24	\$41.11	
13538	Telehealth FP individual counselling (minimum time per visit - 20 minutes) (age 50-59)	\$68.77	\$82.22	

13600	Biopsy - mucosa/skin - operation only	\$55.90		\$58.70
13601	Biopsy - face - operation only	\$55.90		\$58.70
13605	Abscess - superficial - operation only	\$47.88		\$50.27
13610	Laceration - minor (not requiring anaesthesia) - operation only	\$38.34		\$40.27
13611	Laceration - minor (requiring anaesthesia) - operation only	\$71.43		\$75.00
13612	Laceration - extensive - >5cm - operation only (max 35 cm)	\$14.33		\$15.05
13620	Scar excision - up to 5cm - operation only	\$71.42		\$74.99
13621	Scar excision - additional (max. 5) - operation only	\$35.72		\$37.50
13622	Carcinoma - skin - operation only	\$78.92		\$82.87
13623	Excision of tumour under local anesthetic - face	\$96.34		\$101.16
13624	Removal of extensive scars - 5 cm or more - per cm over 5 cm	\$9.22	\$9.68	
13630	Paronychia - operation only	\$38.25		\$40.16
13631	Nail removal - simple - operation only	\$38.25		\$40.16
13632	Nail removal/destruction of nail bed - operation only	\$77.40		\$81.27
13633	Wedge excision or Vandenbos procedure of one nail - (operation only)	\$68.30		\$71.71
13636	Telehealth FP Consultation (age 60-69)	\$96.56	\$103.22	
13637	Telehealth FP Visit (age 60-69)	\$39.96	\$42.96	
13638	Telehealth FP Individual counselling (minimum time per visit- 20 minutes) (age 60-69)	\$71.90	\$85.92	
13650	Haemorrhoid - enucleation or excision - external - operation only	\$55.84	\$58.63	
13655	FP Vasectomy bonus (associated with bilateral vasectomy)	\$23.56	\$23.56	
13660	Metatarsal bone - closed reduction - operation only	\$56.53	\$59.35	
13706	FP Delegated Patient Telehealth Management Fee	\$20.37	\$21.39	
13707	FP Email/Text/Telephone Medical Advice Relay or ReRx Fee	\$7.13	\$10.00	
13708	FP COVID-19 communication with specialist and/or allied care provider	\$43.77	\$49.95	
13736	Telehealth FP Consultation (age 70-79)	\$109.16	\$116.16	
13737	Telehealth FP Visit (age 70-79)	\$45.02	\$48.40	
13738	Telehealth FP Individual counselling (minimum time per visit - 20 minutes) (age 70-79)	\$81.25	\$96.80	
13763	FP Group Medical Visit - Three patients, per patient, per 1/2 hour or major portion thereof	\$27.52	\$28.07	
13764	FP Group Medical Visit - Four patients, per patient, per 1/2 hour or major portion thereof	\$22.20	\$22.64	
13765	FP Group Medical Visit - Five patients, per patient, per 1/2 hour or major portion thereof	\$19.09	\$19.47	
13766	FP Group Medical Visit - Six patients, per patient, per 1/2 hour or major portion thereof	\$17.00	\$17.34	
13767	FP Group Medical Visit - Seven patients, per patient, per 1/2 hour or major portion thereof	\$15.49	\$15.80	
13768	FP Group Medical Visit - Eight patients, per patient, per 1/2 hour or major portion thereof	\$14.39	\$14.68	
13769	FP Group Medical Visit - Nine patients, per patient, per 1/2 hour or major portion thereof	\$13.48	\$13.75	
13770	FP Group Medical Visit - Ten patients, per patient, per 1/2 hour or major portion thereof	\$12.25	\$12.50	
13771	FP Group Medical Visit - Eleven patients, per patient, per 1/2 hour or major portion thereof	\$11.31	\$11.54	
13772	FP Group Medical Visit - Twelve patients, per patient, per 1/2 hour or major portion thereof	\$10.63	\$10.84	
13773	FP Group Medical Visit - Thirteen patients, per patient, per 1/2 hour or major portion thereof	\$9.94	\$10.14	
13774	FP Group Medical Visit - Fourteen patients, per patient, per 1/2 hour or major portion thereof	\$9.35	\$9.54	
13775	FP Group Medical Visit - Fifteen patients, per patient, per 1/2 hour or major portion thereof	\$8.80	\$8.98	
13776	FP Group Medical Visit - Sixteen patients, per patient, per 1/2 hour or major portion thereof	\$8.55	\$8.72	
13777	FP Group Medical Visit - Seventeen patients, per patient, per 1/2 hour or major portion thereof	\$8.18	\$8.34	
13778	FP Group Medical Visit - Eighteen patients, per patient, per 1/2 hour or major portion thereof	\$8.00	\$8.16	
13779	FP Group Medical Visit - Nineteen patients, per patient, per 1/2 hour or major portion thereof	\$7.72	\$7.87	
13836	Telehealth FP Consultation (age 80+)	\$125.60	\$134.49	
13837	Telehealth FP Visit (age 80+)	\$52.13	\$56.04	
13838	Telehealth FP Individual counselling (minimum time per visit - 20 minutes) (age 80+)	\$93.77	\$112.08	
14004	scObstetric Delivery Incentive for Family Physicians - associated with vaginal delivery and postna	\$406.62	\$426.95	
14005	SCObstetric Delivery Incentive for Family Physicians - associated with management of labour and	\$169.34	\$177.81	
14008	scObstetric Delivery Incentive Family Physicians - associated with postnatal care after an electi	\$83.66	\$87.84	
14009	scObstetric Delivery Incentive for Family Physicians - associated with attendance at delivery and	\$338.70	\$355.64	
14018	SCFP Urgent Telephone Advice from a Specialist or FP with Consultative Expertise	\$47.10		\$49.95
14019	SCFP Advice to a Nurse Practitioner/Registered Midwife Fee - Telephone or In person	\$47.10		\$49.95
14021	SCFP with Consultative Expertise Telephone/Video Advice - Response within 2 hours	\$65.78		\$69.07
14022	SCFP with Consultative Expertise Telephone/Video Advice - Response within one Week - per 15 r	\$47.10		\$49.95
14023	SCFP with Consultative Expertise - Patient Telephone/Video Management/Follow-Up	\$21.91		\$23.00
14033	scComplex Care Planning and Management Fee - 2 Diagnoses	\$327.51		\$334.06
14043	scFP Mental health planning fee	\$107.14		\$109.28
14044	scFP Mental Health Management Fee age 2 - 49	\$64.25		\$77.04
14045	scFP Mental health management fee age 50-59	\$68.77		\$82.22
14046	scFP Mental health management fee age 60-69	\$71.90		\$85.92
14047	scFP Mental health management fee age 70-79	\$81.27		\$96.80
14048	scFP Mental health management fee age 80+	\$93.77		\$112.08
14050	scIncentive for MRP Family Physicians - annual chronic care incentive (diabetes mellitus)	\$133.92		\$136.60
14051	scIncentive for MRP Family Physicians - annual chronic care incentive (heart failure)	\$133.92		\$136.60
14052	scIncentive for MRP Family Physicians - annual chronic care incentive (hypertension)	\$53.58		\$54.65
14053	SCIncentive for MRP Family Physicians - annual chronic care incentive (COPD)	\$133.92		\$136.60
14063	SCFP Palliative Care Planning Fee	\$107.14		\$109.28
14066	SCPersonal Health Risk Assessment (Prevention)	\$52.54		\$53.59
14075	SCComplex Care Planning and Management Fee - Frailty	\$327.51		\$334.06
14076	SCFP PatientTelephone Management Fee	\$21.92		\$21.92
14077	SCFP Conference with Allied care Provider and/or Physician - per 15 min	\$47.11		\$49.95
14090	FP Prenatal visit - complete examination	\$94.16		\$98.87
14091	FP - Prenatal visit - subsequent examination	\$40.30		\$42.56
14094	FP - Postnatal office visit	\$39.37		\$42.56
14104	Delivery and postnatal care (1-14 days in-hospital)	\$641.23		\$673.29
14105	Management of labour and transfer to higher level of care facility for delivery	\$267.03		\$280.38
14108	Postnatal care after elective caesarean section (1-14 days in hospital)	\$131.93		\$138.53
14109	Primary management of labour and attendance at delivery and post-natal care associated with e	\$534.11		\$560.82
14199	Prolonged second stage labour	\$93.13		\$97.79
14250	scIncentive for MRP Family Physicians (who bill encounter record visits) - annual chronic care in	\$133.92	\$136.00	
14251	scIncentive for MRP Family Physicians (who bill encounter record visits) - annual chronic care in	\$133.92	\$136.60	
14252	scIncentive for MRP Family Physicians (who bill encounter record visits) - annual chronic care in	\$53.58	\$54.65	
14253	scIncentive for MRP Family Physicians (who bill encounter record visits) - annual chronic care in	\$133.92	\$136.60	
14540	Intrauterine contraceptive device	\$55.22		\$55.22
14541	Removal of intrauterine device (IUD) - operation only	\$33.63		\$33.97
14542	Insertion of subdermal contraceptive implant	\$55.22		\$57.98
14543	Removal of subdermal contraceptive implant	\$70.56		\$74.09
14545	Abortion - medical	\$176.51		\$185.33
14560	Pelvic exam - routine	\$33.66		\$34.00
15039	Point of Care (POC) testing for opioid agonist treatment	\$13.80		\$15.00
15040	Point of Care (POC) testing for amphetamines, benzodiazepines, buprenorphine/naloxone, coca	\$13.80		\$15.00
15100	Glucose - semiquantitative	\$3.94		\$5.00
15120	Pregnancy test, immunologic, urine	\$12.50		\$14.00
15130	Urinalysis - chemical or any part of (screening)	\$2.66		\$3.66
15131	Urinalysis - microscopic examination of centrifuged deposit	\$4.43		\$5.00
15141	Trichomonas / candida / Bacteria Vaginosis	\$6.05		\$6.50
15200	Visit-out of office (Age50-59)	\$45.87		\$49.31
15201	Complete examination-out of office (Age 50-59)	\$93.35		\$98.62
15210	Consultation-out of office (Age 50-59)	\$110.85		\$118.34
15220	Counseling, Individual-out of office (Age 50-59)	\$82.51		\$98.62
15300	Visit-in office (Age 50-59)	\$38.24		\$41.11
15301	Complete examination-in office (Age 50-59)	\$77.79		\$82.22
15310	Consultation-in office (Age 50-59)	\$92.37		\$98.66
15320	Counseling, Individual-in office (Age 50-59)	\$68.77		\$82.22
16100	Visit - In Office (age 60-69)	\$39.96		\$42.96
16101	Complete examination - in office - (age 60-69)	\$81.32		\$85.92
16110	Consultation-in office (Age 60-69)	\$96.56		\$102.98
16120	Counselling - individual - In Office (age 60-69)	\$71.90		\$85.92
16200	Visit - Out of Office (age 60-69)	\$48.05		\$51.65
16201	Visit - Out of Office - complete examination - (age 60-69)	\$97.59		\$103.30
16210	Consultation-out of office (Age 60-69)	\$115.88		\$123.96
16220	Counselling - individual - Out of Office (age 60-69)	\$86.27		\$103.30
17100	Visit - In Office (age 70-79)	\$45.02		\$48.40
17101	Complete examination - in office - (age 70-79)	\$91.94		\$96.80
17110	Consultation-in office (Age 70-79)	\$109.16		\$116.16
17120	Counselling - individual - In Office (age 70-79)	\$81.25		\$96.80
17200	Visit - Out of Office (age 70-79)	\$54.20		\$58.26
17201	Visit - Out of Office - complete examination - (age 70-79)	\$110.31		\$116.52
17210	Consultation-out of office (Age 70-79)	\$131.00		\$139.82
17220	Counselling - individual - Out of Office (age 70-79)	\$97.54		\$116.52
18100	Visit - In Office (age 80+)	\$52.13		\$56.04
18101	Complete examination - in office - (age 80+)	\$106.10		\$112.08
18110	Consultation-in office (Age 80+)	\$125.60		\$134.49
18120	Counselling - individual - In Office (age 80+)	\$93.77		\$112.08
18200	Visit - Out of Office (age 80+)	\$62.53		\$67.22
18201	Visit - Out of Office - complete examination - (age 80+)	\$127.31		\$134.44
18210	Consultation-out of office (Age 80+)	\$151.16		\$161.33
18220	Counselling - individual - Out of Office (age 80+)	\$112.53		\$134.44

## REPORT OF THE STAFFING COMMITTEE: Executive Director Hiring Process

January 25, 2024

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### 1. BACKGROUND

In June of 2023, the Board made a strategic decision to expand our senior leadership team in recognition of the growing influence and impact of BC Family Doctor's leadership. With the aim to build the organization's capacity and better serve our members, the Board determined the organization would benefit from bringing on a seasoned Executive Director with expertise and experience in leading and managing the operations and affairs of a nonprofit organization.

A collective decision was made to restructure the senior leadership team and create a new position – Chief Medical Officer (CMO), with the expressed encouragement and support of our current Executive Director. The new CMO role will be focused on leading and managing the organization's physician affairs, such as economics and negotiations. Dr. Renee Fernandez, the current ED, will remain with the organization and transition horizontally into the CMO role once the new ED is in place.

The Board directed the Staffing Committee to lead the work of restructuring the organization's senior leadership and oversee the hiring of a new Executive Director. **The Board empowered the Staffing Committee to lead all ED candidate interviews and select, negotiate an employment contract and bring forward a final recommended candidate to the Board for ratification.**

This brief outlines the ED search process over the past five months and the Staffing Committee's final recommendation.

### 2. EXECUTIVE DIRECTOR SEARCH PROCESS

The Staffing Committee<sup>1</sup> began meeting in July 2023. Recognizing that this was the organization's first external recruitment of an ED<sup>2</sup>, and that committee members lacked the time and expertise to conduct a search, they engaged an executive search consultant. Christoph Clodius of The Discovery Group was brought on in August 2023 to lead the search.

The search formally began in September 2023. Two job descriptions were developed to distinguish the roles of the ED (*see appendix*) and CMO, and were approved by the Board at the September 30<sup>th</sup>, 2023 Board meeting.

The Search Consultant then engaged in an extensive document review to learn about BC Family Doctors (e.g. strategic plan, financials, key reports) and led consultations with select Board members, all staff and other key stakeholders on the needs of the new ED, and the challenges and opportunities for the future.

From this process, an ED Candidate Brief was developed and approved by the Staffing Committee for use in job postings. The ED position was advertised widely from mid-October 2023 to November 17, 2023 through various channels (e.g. LinkedIn, Indeed, Charity Village, BC Family Doctors website,

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<sup>1</sup> The Staffing Committee, as per our bylaws, consists of the Past President, President, President-Elect, Treasurer and Member-at-Large of the Finance Committee. Staff support was provided by the Chief Strategy & Operations Officer.

<sup>2</sup> All Executive Directors up to present day have been family physicians and hired from among current Board members.



etc.). The Search Consultant also reached out proactively to over 50 people for their interest in the position and/or candidate ideas.

### 3. CANDIDATE SELECTION PROCESS

More than 25 individuals applied for the position. The Staffing Committee identified the top 9 candidates, who were invited to participate in a 1:1 screening interview with the Search Consultant to assess alignment with the ED role. Two candidates subsequently withdrew. Of the remaining 7 candidates, the top 5 were invited to an interview with the Committee.

The entire Staffing Committee met to conduct in-person interviews with each of the top 5 candidates. Post interview discussions resulted in 2 candidates being recommended for a second round of interviews with the President and President-Elect, as well as with the current Executive Director and Chief Strategy & Operations Officer.

Following the second round of interviews, a full debrief with the entire Staffing Committee resulted in a unanimous decision on the top candidate for Executive Director.

### 4. FINAL STEPS

The Search Consultant, guided by the President and President-Elect on the job terms and contract negotiation parameters, concluded a successful offer of employment negotiation with the top candidate.

A 360-degree reference check was performed. Six referees were consulted and a written report submitted to the President.

A job offer was made and accepted, conditional on ratification by the Board.

The candidate's tentative start date is Monday, March 11, 2024.

### 5. MOTION FOR THE BOARD

***Recommendation for Decision:*** *The Board approves the hiring of the Staffing Committee's recommended candidate for Executive Director.*



## JOB DESCRIPTION

# EXECUTIVE DIRECTOR

<b>Job Title:</b>	Executive Director
<b>Job Classification:</b>	Full time, 37.5 hours per week
<b>Reports To:</b>	Board of Directors
<b>Position Summary:</b>	Oversees the Society's direction and management

### OBJECTIVE OF POSITION:

The Executive Director (ED) has overall oversight and accountability for the success of the organization, including strategic and operational responsibility for BC Family Doctors' vision, mission execution, staff, and programs. This position ensures alignment of organizational objectives and actions with Board of Director priorities. The ED provides leadership to support the organization's physician leaders, staff, and contractors and fosters a culture that promotes excellence and cultivates respect, integrity, courage and inclusiveness.

The ED works with the Executive Medical Director (EMD) in a partnership leadership model. Each senior leader has a delineated role, ensuring their skills and strengths complement each other and the overall needs of the organization. Each leader has the agency to make decisions in the areas they are accountable. The ED reports directly to the Board of Directors.

The ED partners with the EMD in areas such as:

- Strategic executive leadership to advance the organization's mission
- Identification of emerging issues for family physicians
- Member and physician community engagement
- Representation of the organization to various stakeholders
- Steward the organization's brand in the community to enhance the organization's reputation

### 1. ORGANIZATIONAL LEADERSHIP AND STRATEGY:

- Provide strategic executive leadership to advance the organization's mission, as defined by the Board of Directors.
- Lead long-term planning through the development and implementation of strategic and operational plans, providing vision and strategy for the organization's growth
- Work with the Board to develop organizational goals to achieve impact for the organization and the broader family physician community
- Lead and develop a high-performing staff team, including recruitment and retention, directing staff work, and managing performance.
- Maintain a culture of teamwork and accountability that ensures long-term organizational success and alignment of goals
- Identify emerging issues in local, provincial, federal and international arenas that could influence healthcare delivery in BC
- Partner with the EMD to support physician affairs



## **2. BOARD RELATIONS:**

- Collaborate with the Board to develop and fulfill the Society's vision, mission and strategic priorities
- Develop, mentor and support a strong Board of Directors, and build board involvement with strategic direction for both operations and community impact
- Lead Board communications, identifying, assessing and informing the Board of internal and external issues that affect the organization
- Develop meeting agendas and materials, in collaboration with the President and Committee Chairs and serve as ex-officio of committees, where appropriate
- Lead governance oversight, ensuring Constitution, Bylaws, policy and procedure adherence, and direct structure and process improvements
- Administer the Society's elections processes
- Attend Board and committee meetings

## **3. OPERATIONS AND MANAGEMENT:**

- Oversee the strategic leadership and management of the organization
- Ensure the operations of the organization meets the expectations of its board with programs and services reflecting the mission of the organization
- Oversee the planning, implementation and evaluation of the organization's programs and services, ensuring alignment of organizational goals and objectives with key organizational priorities, including development of key performance indicators, and ensures these are communicated to staff, Board and members
- Devise and present strategic options and plans for organizational activities and gains Board approval as needed to carry out the work of the organization
- Oversee the financial management, planning, systems and controls of the organization, including setting annual and project budget priorities
- Sign agreements, contracts, and official documents on behalf of the Society
- Provide project management leadership and oversight for projects, as needed
- Oversee core operations functions such as facilities management, insurance, contract management and other functions to ensure the organization's daily operations are effective and efficient
- Oversee the planning and coordination of the Annual General Meeting and Annual Report

## **4. COMMUNICATIONS, STAKEHOLDER RELATIONS, AND COMMUNITY BUILDING:**

- Oversight and strategic direction on communications to ensure alignment with the organizational brand and culture
- Steward the organization's brand in the community, building trust and growing the organization's reputation
- Oversight and strategic direction on advocacy work to champion issues relevant to the physician community
- Establish and leverage the power of relationships and networks, working across sectors and with internal and external stakeholders to achieve organizational goals and objectives and garner new opportunities
- Represent the organization at external meetings; act as a spokesperson for the organization, and present on the work of the organization, in collaboration with the EMD