

**CONNECTING**

# **CARE** TO **COMPENSATION**

**BC FAMILY**  
DOCTORS

**ANNUAL REPORT  
TO MEMBERS**

**2025-26**



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# BY THE NUMBERS



**406**  
NEW MEMBERS  
IN 2025



**3,173**  
TOTAL MEMBERS  
IN 2025



**22**  
POLITICAL  
INTERACTIONS



**10**  
DIVISIONS OF  
FAMILY PRACTICE  
MEETINGS

Here are some of the many ways BC Family Doctors has served our members this year.



**51**  
NEW FEES &  
AMENDMENTS FOR  
FAMILY MEDICINE



**1500+**  
MEMBER COMPENSATION-  
RELATED & BILLING  
EMAILS ANSWERED

## SOCIAL MEDIA



**26%**  
↑  
INSTAGRAM FOLLOWERS



**50%**  
↑  
LINKEDIN FOLLOWERS



**40**  
NEWSLETTERS  
SENT



**545,283**  
TOTAL WEBSITE VIEWS



**4.42%**

SIMPLIFIED GUIDE TO FEES

**4.33%**

SIMPLIFIED LFP GUIDE

## HIGHEST FEE CATEGORY INTEREST WAS FOR LFP

**4,764**

CLINIC BASED CARE

**3,361**

LONG-TERM & PALLIATIVE CARE

# MESSAGE FROM THE PRESIDENT



**DR. DARREN JONESON**  
**PRESIDENT**

In a career with so many opportunities to help others, we naturally drift to the places that value us the most. Places that value our time, expertise, and dedication not only to provide appropriate compensation but to acknowledge our place as specialists in primary care. Problems arise when remuneration no longer incentivizes the care that our communities need. This year's annual report reflects a clear and deliberate focus: Connecting Care to Compensation. This theme speaks to the heart of our work—ensuring family doctors are supported through compensation models and system structures that enable comprehensive and relationship-based care for patients across British Columbia.

In this report, we share progress on the goals set out in our 2025-2028 Strategic Plan and highlight how we are translating priorities into action. From Leading the Evolution of Family Medicine to Deepening Physician Engagement and Redefining Our Collective Work, BC Family Doctors is advancing policy, partnerships, and practice supports that reflect the realities of modern family medicine. BC Family Doctors is laser focused on impact, alignment, and long-term sustainability.



I am proud of  
the momentum we  
have built and  
am confident in  
our path ahead.

I am proud of the momentum we have built and am confident in the path ahead. For me, a central priority has been strengthening relationships with family doctors at the community level. I met with Divisions of Family Practice across the province—to listen, learn, and hear about the challenges and opportunities you face in your daily practice.

I also endeavored to break down siloes of family medicine leadership by collaborating and strategizing with the BC College of Family Physicians, the Family Practice Services Committee, and Doctors of BC. Additionally, we have sought to support and strengthen our relationships with non-family physician care providers including the Consultant Specialists of BC, the Canadian Association of Physicians Assistants, Canadian Union of Public Employees (CUPE BC), the Metis Nation of BC, and the Midwives Association of BC to name but a few.

When viewed in isolation, health systems reform can feel insurmountable, but I am confident that when our leaders strategically coordinate advocacy and negotiations, positive change is inevitable.

As we push for better healthcare, it is important we strengthen our foundation and prepare future leaders. I am pleased to welcome incoming leaders, including my colleague and friend Dr. Birinder Narang as President, who will carry this work forward and ensure continuity for family doctors.

Lastly, I wish to acknowledge the staff of BC Family Doctors, whose dedication, expertise, and professionalism underpin everything we do. I am particularly grateful for the leadership of our executive team and the commitment of our Board members and family physician leaders across the province. Their insight, collaboration, and willingness to engage in complex and often challenging work have strengthened our organization and amplified the collective voice of family doctors.



# MESSAGE FROM OUR EXECUTIVE DIRECTOR



**ALEXA PITOULIS**  
**EXECUTIVE DIRECTOR**

**A**s I pass the two-year mark as Executive Director, I'm proud of how far BC Family Doctors has come—and grateful to the physician leaders, Board, and staff who have brought us here. This year's annual report theme reflects what we hear consistently from members: the ability to provide comprehensive, relationship-based care depends on supportive system conditions, including fair compensation models and modern, workable infrastructure.

This past year required steadiness and focus. Provincial fiscal restraints, heightened scrutiny, and turnover with partners created a complex environment for advancing primary care priorities. Many of you felt uncertainty directly in your practices and leadership roles. And yet, in every interaction, you have shown up with respect, care for one another, and commitment to moving our collective work forward.

Internally, we have been equally focused on operational excellence. We've solidified a strong, capable team and strengthened systems that allow us to serve members more effectively—improving our billing tools, enhancing reporting, and building a more reliable foundation for member-facing platforms.



**The way this community can debate difficult issues, disagree with integrity, and still find humour, and connection is exceptional. The approach to challenge is our real strength.**

These are the behind-the-scenes investments that reduce administrative burden for staff and Board, create more capacity for deeper policy work, and help us stay responsive to what members need most.

We also moved from planning to action on the 2025–2028 Strategic Plan, using it as both a roadmap and foundation for advancing physician leadership, contributing to compensation and PMA discussions, and strengthening engagement across the province through deeper collaboration and stronger relationships with family doctors.

Thank you to our President and Board for your guidance and trust, and to our members for your continued engagement. Your time and expertise shape this organization. We remain committed to delivering operational strength, strategic focus, and collaborative leadership needed to connect care to compensation—so family doctors can continue providing the care British Columbians rely on.



# LEADING THE EVOLUTION OF FAMILY MEDICINE



BC Family Doctors is leading the evolution of family medicine through strategic advocacy, forward-looking policy leadership, and a commitment to ensuring family physicians can provide optimal care to British Columbians.

At the centre of this work is a deliberate effort to advance equitable and sustainable compensation structures to reflect the realities of modern family medicine.

## SUPPORTING PAYMENT MODELS

The Longitudinal Family Physician (LFP) payment model remains a significant milestone in connecting care to compensation. Family doctors continue to share “LFP changed my life” stories that highlight not only the financial stability provided by LFP, but the human impact. As a compensation model, LFP is in its early days and requires significant ongoing work with our partners at Doctors of BC to reflect the true scope and complexity of longitudinal care.

Throughout this process, we continue to refine and iterate the LFP payment schedule to respond to the needs and feedback from family physicians. For example, we asked for panel payments to be more equitable, transparent and reflective of patient complexity. This has led to a transition to a new panel payment methodology. Additionally, care provided to patients because of motor vehicle accidents is now a service included under LFP.

Improving Fee-for-Service (FFS) is also a priority for us. Your responses to our member survey on your experiences with FFS billing gives us a clear picture of the strengths and urgent need for reform of this payment model. Because of our steps to modernize FFS in the past year, we saw improvements to fees in areas such as:

- Add-on procedures
- Vasectomy care
- A new family conference fee
- Pain management in IUD procedures
- Improved compensation for long-term care

At BC Family Doctors, compensation is not simply a financial mechanism—it is a foundational tool that shapes how family physicians practice, collaborate, and support patients. Our compensation improvement work directly influences clinic viability, interdisciplinary teamwork, and the sustainability of longitudinal, relationship-based care. By refining payment models and identifying barriers that impede practice, we are not only supporting physicians' economic stability but building bridges across the system to enable better, more equitable care for communities.



These efforts reflect a broader vision for a primary care system that is collaborative, sustainable, and responsive to patient needs.

## CHAMPIONING TEAM-BASED CARE

We are leading efforts to advance team-based care across the province.

### Our initiatives include:

- Submitting recommendations to the second Cooperation and Responsible Government Accord 2025 (CARGA) Strengthening Primary Care in BC report.
- Making a joint submission with Consultant Specialists of BC to express our concerns over the Ministry of Health's proposed expansions of scope of practice for other allied health professionals.
- Writing a letter of support for Physician Assistants (PAs) outlining conditions family physicians need in place to support the effective integration of PAs in BC.
- Highlighting critical findings of the OurCare initiative.

With your input, we are shaping models that distribute workload more effectively and create interprofessional environments where family doctors can work to the top of their scope.

## SUPPORTING PHYSICIAN LEADERS

A core part of our leadership is making sure family doctors are positioned at key decision-making tables. BC Family Doctors supports new and experienced physician leaders at all levels of our governance as well as at partner organization tables such as:

- The Family Practice Services Committee (FPSC)
- Various Doctors of BC committees
- Physician Master Agreement (PMA) negotiation bodies
- Health authority and specialized care tables

At BC Family Doctors, members-at-large have multiple opportunities to sit on our committees. This not only provides mentorship for those new to physician leadership, but it also ensures member voices inform Board decisions.

Our Board table is a place to develop new leaders, many of whom go on to take bigger provincial leadership roles at Doctors of BC, and other provincial and national physician organizations. For us, supporting family physician leaders is about ensuring decisions are informed by the voices of family doctors—those who understand the true realities of frontline care.

## DIGITAL HEALTH

We know disconnected digital systems are a significant administrative burden in your practice. We are pushing for changes to bring in greater electronic medical record (EMR) interoperability and modernize our digital systems. Examples of these initiatives include:

- Co-leading the Fragmented Systems, Fragmented Care campaign during Red Tape Awareness week with the BC College of Family Physicians.
- Supporting the evolution and sustainment of Pathways and the Digital Referrals and Orders (DRO) programs.

This work is about streamlining digital platforms, integrating health data, and freeing up more time for patient care.



# DEEPENING PHYSICIAN ENGAGEMENT



**Physician voices are essential to meaningful, lasting change. It's why we are creating the conditions for family doctors' voices to influence decision-making, shape the evolving primary care landscape, and contribute their expertise to policy and system transformation.**

## DIVISIONS ENGAGEMENT

Strengthening our relationships with Divisions of Family Practice through increased engagement and communication is a critical element of our 2025-2028 Strategic Plan.

Our work directly intersects with, and impacts, all family doctors. Connecting with local Divisions helps us 'keep our ears to the ground', ensuring our work reflects the lived experience of family doctors in communities across BC.

In addition to hosting a dinner for Division chairs and executive directors at the annual Divisions Learning Sessions in May, we met with multiple regional and individual Divisions to share how we can best work together to support family doctors, including:

- Divisions Knowledge Sharing meeting
- Rural & Remote Network of Divisions
- Vancouver Division
- South Island Division
- North Shore Division
- Island Interdivisional Network
- Fraser Interdivisional Network

## LEADING THROUGH UNCERTAINTY IN ALL STAGES OF PRACTICE

With the ongoing evolution of compensation models, changes within the health system environment, and shifting expectations for primary care delivery, physicians are navigating an unprecedented level of complexity. Our resources and tools support the needs of members and allow them to show up with knowledge and information.

We're supporting family physicians in all stages of practice and across multiple compensation models.

- Early career and new to B.C. physicians seeking guidance on practice setup and navigating new payment models.
- Mid-career physicians stepping into leadership roles.
- Late career physicians mentoring fellow colleagues while balancing their own practice.

We're also supporting family doctors to step forward as physician leaders—guiding local initiatives, participating in provincial committees, and offering practical perspectives on what is needed to strengthen family practice. It's about ensuring decisions on team-based care, digital integration, and compensation refinement reflect the lived realities of family physicians.



## STRENGTHENING MEMBER'S VOICES

We've initiated a comprehensive governance review to redefine our leadership and ensure decisions made by our Board of Directors are grounded in the voices of our members.

This involves clarifying the role and structure of our board and committees to establish a shared foundation for how we work together, make decisions, and remain accountable to members. The process will lead to changes to our bylaws- to be voted on by all members.

The governance review lays the foundation for a more responsive, future-ready organization- one equipped to support physicians and drive system level progress in the years ahead.

# REDEFINING OUR COLLECTIVE WORK

This year marks an important period of redefining how we work together as an organization, as a profession, and with our partners across the provincial primary care system.



## CONNECTION AND COLLABORATION

A core part of this redefinition involves deepening our collaboration with key partners.

This year, we worked closely with Doctors of BC, participated in a dedicated partner engagement Board meeting, and held multiple touchpoints with organizations including:

- BC Cancer Agency
- BC Care Providers Association
- BC College of Family Physicians
- BC Radiological Society
- Canadian Association of Physicians Assistants
- CUPE BC
- Consultant Specialists of BC
- Doctors for Safer Drug Policy
- Health Data Coalition
- Health Innovation Group
- Hope Air
- Med Response BC
- Metis Nation of BC
- Midwives Association of BC
- Nurses and Nurse Practitioners of BC
- Pathways
- PTMA Primary Care Forum
- RCC BC
- Society of General and Family Practice Ontario

These conversations strengthen trust, clarify shared priorities, and align system level efforts to support family doctors. Through partnerships, we amplify the collective voice of family physicians and collaborate on advancing initiatives to improve the future of community-based care. Our commitment to working in partnership reflects our belief that meaningful reform in family medicine cannot happen in isolation; it must be codesigned with those who shape, influence, and deliver care.

## ADVOCATING AT ALL LEVELS

Our advocacy work is an essential aspect of redefining our collective approach. This year, we brought family physician perspectives to the forefront in several areas:

- Developed guiding principles for the future of virtual care.
- Endorsement of our 2025 Union of BC Municipalities resolution to make community-based clinic spaces part of standard community planning.
- Fair Care Everywhere campaign sent 65 letters to MLA's calling for improvements to rural healthcare.
- Championed the enactment of new provincial legislation eliminating sick notes and successfully changed the provincial policy on sick notes.
- Participated in a specialist waitlist survey collaboration to identify the impact on family doctors.
- Wrote a joint letter with Consultant Specialists of BC on proposed Scope of Practice expansions for allied health professionals.
- Developed a position statement on political interference in clinical decision-making.
- Working with partner physician organizations to develop a map of the family physician organizational ecosystem.

## MEETINGS WITH PROVINCIAL AND LOCAL LEADERS

Our advocacy underscores the importance of a unified voice in influencing policy decisions and improving the conditions under which family doctors practice.

This past year we had several opportunities to engage with political leaders at municipal and provincial levels of government. This includes important face-to-face meetings with:

- The Minister of Health, the Honourable Josie Osborne and delegates of that Ministry, including Stephanie Higginson, Parliamentary Secretary for Primary Care.
- We also connected with MLAs from the Peace River, Abbotsford, Burnaby, North Vancouver, Coquitlam and Vancouver as well as councillors and mayors from across the province.



**Special thanks to Mayor Megan Lahti and Councillor Amy Lubik of Port Moody for their support of our UBCM resolution to dedicate space in new builds to the development of community-based clinics.**

# FINANCES AT A GLANCE



BC Family Doctors is pleased to provide our financial results for the year ended December 31, 2025.

**TOTAL REVENUE:**  
**\$2,182,031**



Membership  
Dues



Contracts

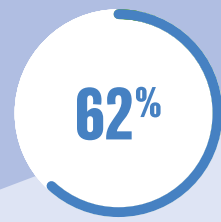


Grants

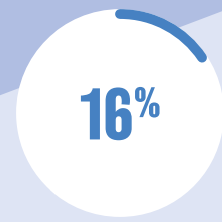


Other Income

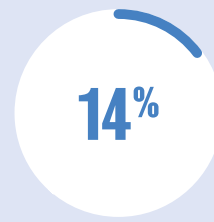
**TOTAL EXPENSES:**  
**\$2,013,195**



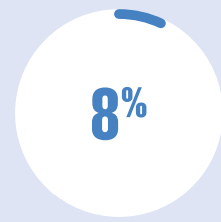
Salaries &  
Benefits



Board &  
Executive



Consulting &  
Professional  
Services



General  
Administration

# ADVOCATING FOR YOU

BC Family Doctors is fueled by a group of dedicated family doctors and staff who give their time, energy, and advocacy in support of the belief that caring for family doctors ensures both healthy patients and healthy communities

## BOARD OF DIRECTORS

### President

Dr. Darren Joneson

### President-Elect

Dr. Birinder Narang

### Past President

Dr. Maryam Zeineddin

### Treasurer

Dr. Goldis Mitra

### Board Chair

Dr. Tahmeena Ali

### Chair of the Economics Committee

Dr. Karen Forgie

### First Five Years of Practice

#### Representative

Dr. Jennifer Maxwell

### Representative to the Statutory Negotiating Committee

Dr. Danette Dawkin

### FP Resident Year 1

Dr. Jose Alvero

### FP Resident Year 2

Dr. Nicole Minielly

## DISTRICT DELEGATES

District 1	South Island	Dr. Irfan Rajani
District 2	North Island	Dr. Alexander Nataros
District 3	Vancouver	Dr. Olivia Tseng Dr. Junella Lee
District 4	North Shore / Sunshine Coast	Dr. Amy Weber
District 5	Burnaby	Dr. Vivian Liu
District 6	New Westminster / Tri-Cities	Dr. Mahsa Mackie
District 7	Fraser Valley	Dr. Elizabeth Zubek
District 8	Richmond / Ladner / South Delta	Dr. Shelly Jetzer
District 9	Skeena	Vacant
District 10	South Central Cariboo	Vacant
District 11	North Central Cariboo	Dr. David Whittaker
District 12	North East	Vacant
District 13	Okanagan	Dr. Celestine Esume
District 14	West Kootenay	Dr. Tobias Gelber
District 15	East Kootenay	Dr. Atma Persad
District 16	Delta / Surrey / White Rock	Dr. Julie Wilson

# OUR STAFF

Our small, dynamic team at BC Family Doctors is connected to purpose and committed to serving our members.



**Alexa Pitoulis**  
Executive  
Director



**Dr. Renee  
Fernandez**  
Chief Medical  
Officer



**Penelope  
Hutchison**  
Chief Strategy  
Officer



**Rachel  
Cunningham**  
Senior Manager,  
Physician  
Compensation



**Jennifer Boon**  
Senior  
Communications  
& Public Affairs  
Manager



**Grace Atim-Olal**  
Program &  
Project Manager,  
Physician  
Compensation



**Alexandra  
Luongo**  
Human Resources  
& Operations  
Manager



**Jebet O'Reilly**  
Member Services  
Coordinator



**Nina Zoric**  
Learning &  
Support Specialist,  
Physician  
Compensation



**Sammy Nguyen**  
Marketing and  
Communications  
Coordinator

**THANK  
YOU**

**BC FAMILY**  
DOCTORS