

Connection in Action

2024–25
Impact Report





The Victoria Division of Family Practice acknowledges with great respect that our office is located on the traditional, ancestral, and unceded territories of the of the Ləkʷəŋən speaking peoples, known today as the Xʷsepsəm and Songhees Nations. We are grateful to be working on these lands. We are committed to ongoing learning and to actively contributing to reconciliation.

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Message from the Chair

Dear Members,

This year has shown us the true power of *Connection in Action*. Together, we strengthened team-based care, expanded partnerships, and took bold steps toward a future where family physicians and our population's health thrive. This impact report reminds us that our greatest strength is each other.

The opening of the expanded PCN Allied Health Centre in May was a milestone years in the making. By expanding sustainable team-based care, the Centre relieves family physicians of significant non-medical burdens and enhances patient care. Members tell us they can no longer imagine practicing without this support. The space also became the new home of the Division office. It is a shining example of physician-led innovation made possible through collaboration with long-standing and new partners.

This achievement highlights what is possible when we widen our circles—and it is only the beginning. In today's challenging environment, the Board has directed staff to explore additional partnerships and funding so physician-led innovation can continue to flourish.

A strong physician community remains at the heart of Division impact. Our survey confirmed what many of you have shared: belonging and practical supports are essential to well-being and creativity. This year, we grew our community by 11%, expanded locum support, and created more opportunities to connect and engage. These additions strengthen both resilience and our collective voice as family physicians in Victoria.

We also advanced supports for vulnerable patients. The PCN surpassed 11,000 patient attachments. Our Long-term Care Initiative expanded with new physicians. A pilot ER protocol for opioid-using patients reduced “left without being seen” rates. Stronger engagement with specialists is fostering collegiality, while new referral resources ease care transitions.

The Division's new strategic plan, released in June 2025, guides us toward our refreshed vision of a community where family physicians thrive and lead excellent care for all. For the first time, the plan embeds a commitment to advancing Indigenous cultural competency and safety. Indigenous partners also played a vital role in the culturally informed design of the Allied Health Centre, and we are committed to deepening these relationships.

This year's achievements would not be possible without you, our members. Thank you for your dedication. I extend my gratitude to the staff, Executive Director, and our partners for their pivotal support and collaboration.

It has been a privilege to serve as Chair during this critical time. I look forward to seeing the Division's impact grow even stronger in the years ahead.



Dr. Melissa Duff



Message from the Executive Director

Dear Members,

Meaningful change is always a collective achievement. This year's exciting successes are a testament to the dedication, energy, and support of so many. My heartfelt thanks go to everyone who has helped move our work forward.

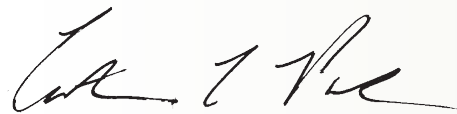
To our talented staff and contractors, thank you for your tireless work on advancing member priorities and ensuring our Division remains strong. To our Board, I applaud your outstanding leadership. Your determination to pursue new opportunities and overcome barriers has amplified the organization's impact.

I am deeply grateful to all our partners and supporters. The steadfast commitment of long-standing partners, together with the fresh energy of new community connections who share our vision and values, has been a driving force behind our success. We look forward to strengthening and expanding these potent relationships.

Most importantly, thank you to you, our members, for your dedication to your patients, to one another, and to your Division. It is a true honour to work alongside you in shaping primary care improvements.

Your strong participation in our recent member survey was especially meaningful. Listening to your guidance on how best to support you remains central to everything we do. Your comprehensive feedback has laid a solid foundation for the Board's new strategic plan. Thank you again for voicing what matters most and please continue to reach out to connect, seek support, or engage in our initiatives.

Here's to building on our great momentum in the years ahead!



Catriona Park



Your 2024–25 Board

Thank you to our Board for your vision, guidance, and dedication to making Victoria a place where family physicians can thrive and lead excellent care for all.

Chair Dr. Melissa Duff and directors Drs. Sarah Chritchley, Alexandra Dozzi, Brett Dueck, Margaret Manville, and Anna Mason are passing the torch to incoming board members, leaving a legacy of leadership, commitment, and material contributions that have strengthened our community for years to come. We're deeply grateful for all that they have given over the years.

The Victoria Division of Family Practice 2024–25 Board (from left to right, upper row first): Mr. Peter Lockie (*Treasurer*), Dr. Brett Dueck (*R2*), Dr. Ami Brousseau, Dr. Steve Goodchild, Dr. Melissa Duff (*Chair*), Dr. Sarah Chritchley, Dr. Brynna Wilson (*R1*), Dr. Anna Mason (*Secretary*).

Board members not in the group photo:



Dr. Alexandra Dozzi



Dr. Kristen Iverson



Dr. Margaret Manville

► Explore what it's like to serve on the Board by attending a meeting as a guest or reading our [FAQs](#)





Your Division, Your Community



Who We Are

The Victoria Division of Family Practice is a member-driven organization that supports and advocates for family physicians. Guided by family physicians for family physicians and supported by dedicated staff, we are a not-for-profit society funded by the Government of BC and Doctors of BC.

We work in partnership with the BC Ministry of Health, Island Health, Indigenous partners, and other community and partner organizations to ensure family physicians are equipped to thrive in practice and deliver excellent care.

Small 'a' advocacy

The Division gets the Victoria family physician voice heard at the collaborative tables where local decisions are made. In addition, we share member perspective with the Ministry of Health, Doctors of BC, the Family Practice Services Committee, and the First Nations Health Authority. Political advocacy and lobbying, however, is the mandate of BC Family Doctors and Doctors of BC.

► **View the distinct roles of the different health care organizations in BC in this [infographic](#).**

"It's awesome to feel like I have a voice and an opportunity to interact with my peers to support each other, problem solve together and inspire each other."

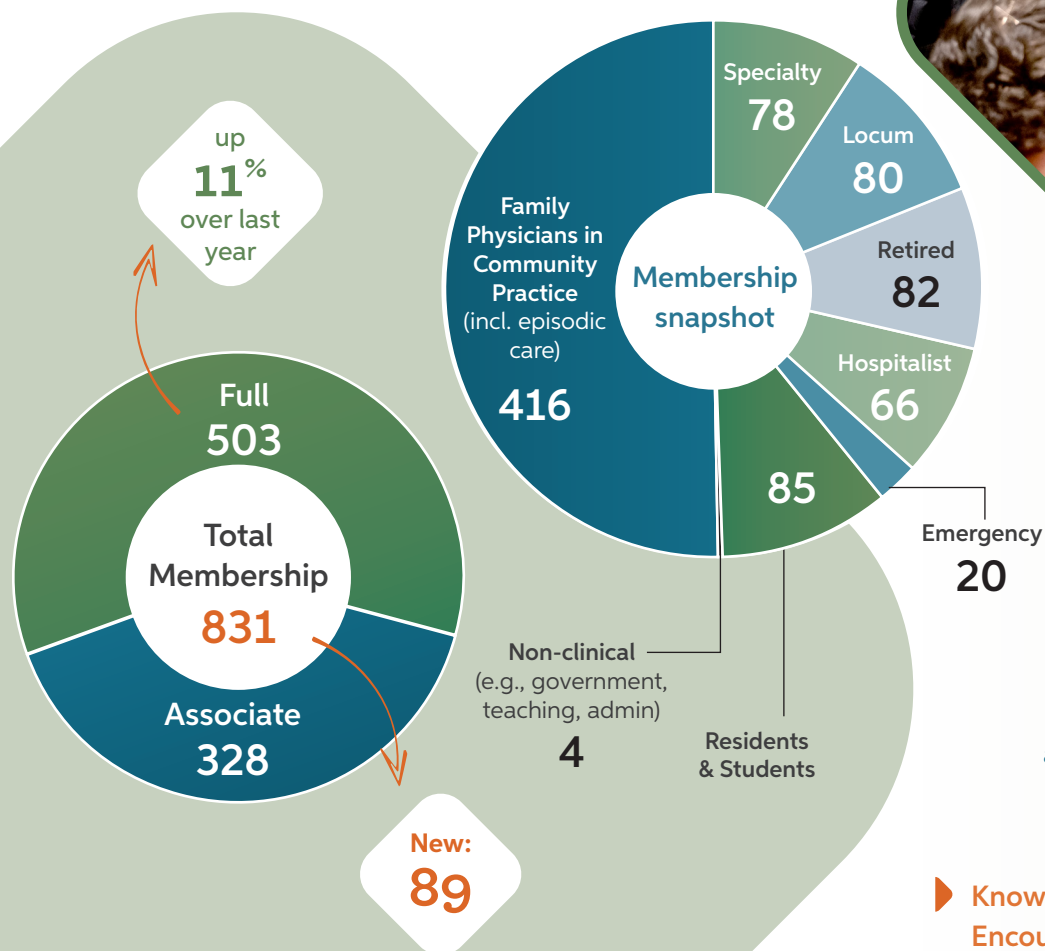
– 2024 member survey

"I feel like it is family physicians listening to family physicians, about what needs to change to keep us working and serving our patients appropriately."

– 2024 member survey

Strength in Numbers and Participation

Our membership continues to grow, with strong participation at the heart of our impact.



80%
engaged in Division activities*

36%
aged 30–39**

44%
within their first 10 years of practice**

*accessing services, participating in offerings, working with us on system changes, or leading our work; stats reflect April 12, 2024 – March 31, 2025

**of those participating in our 2024 member survey

► Know someone who's not yet a member?
Encourage them to join the Division.

Member Engagement for Fresh Directions

The VDFP finalized our new five-year Strategic Plan, our North Star guiding activities moving forward, in the summer of 2025.

To inform the plan, 119 members participated in our comprehensive survey and many more shared their voices in one-on-one conversations and meetings.

With a community where family physicians thrive and lead excellent care for all at the centre, the new plan strengthens the supports you value most while addressing urgent challenges affecting your ability to thrive – including primary care infrastructure and workforce pressures, work-life fit challenges, managing patients waiting for specialist services, and supporting care for priority populations.



▶ [View the full plan here](#)



MISSION

The VDFP connects family medicine-trained physicians to foster community, spark innovation, and lead improvements in the local health system. We respond to our members' priorities by amplifying the physician voice and providing diverse services, supports, and programs.

VALUES

- Community
- Innovation
- Collaboration
- Integrity

“I am impressed with the Division’s continued ability to create and support new and practical programs (...) rather than just maintaining the status quo despite the challenges we are all facing.”

– 2024 member survey

Member voices

Members spoke openly in the “Anything else?” section of our anonymous 2024 member survey, sharing both their appreciation and their priorities for the future. Here’s a glimpse:

“The Victoria Division of Family Practice has SAVED Family Medicine in Victoria from utter destruction! It is the best change that has occurred in my 21 years in practice.”

“I appreciate so much the work that the division does in supporting family physicians to want to stay working in Victoria in longitudinal family practice. The addition of the after-hours call program, urban locum program, and PCN allied health services have been a complete game changer for me working in practice.”

“I feel welcome, valued, and supported by the Division.”



New: Embedded Commitment to Indigenous Cultural Safety and Competency

As an organization, we are deepening our practice of Indigenous cultural awareness, sensitivity, competency, and humility, recognizing that these are not endpoints, but part of an ongoing journey. This work is grounded in relationships, accountability, and respect for First Nations, Métis, and Inuit self-determination. We recognize that culturally safe care and engagement is defined by Indigenous Peoples.

We are working to embed this commitment across all areas of our organization—programs, policies, leadership, partnerships, and team culture—so it becomes a way of working, not a siloed effort.

When Indigenous Cultural Competency is woven throughout our values, it looks like:

- **Collaboration** – Aiming to engage early and meaningfully with local Indigenous Peoples, building authentic relationships rather than treating engagement as a checkbox.
- **Innovation** – Honouring Indigenous ways of knowing and being as vital to creative problem-solving and systems change.

As language and understanding continue to evolve, we recognize that terms such as *cultural safety*, *cultural awareness*, *cultural sensitivity*, *cultural competency*, *cultural humility*, *reconciliation*, *two-eyed seeing*, and *decolonization* reflect an ongoing journey. We will continue to learn and adapt in dialogue and relationship with Indigenous partners, patients and clients, physicians, communities, Elders, and Knowledge Keepers.



Commitment to Indigenous Cultural Safety and Competency is a new element of our strategic plan.

Deepening relationships with our Indigenous communities

In alignment with our commitment to Indigenous Cultural Safety and Competency, we continue to learn and adapt through dialogue and relationship-building with Indigenous partners, patients, physicians, communities, Elders, and Knowledge Keepers. These moments are part of an ongoing journey, alongside many others woven throughout this report.

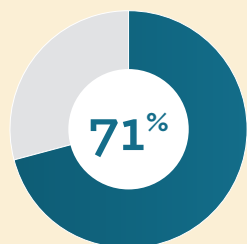
- **Guidance from the Indigenous Circle** – Founded in 2024, the 16-member Circle now meets monthly to share knowledge, guide Indigenous patient care and the Indigenous Learning Journey, and offer its lens to the PCN work.
- **Listening and learning on the land** – On-reserve visits by our Chair and Executive Director with Elders of local Nations opened space to explore areas of mutual interest.
- **Cultural teachings at the pit cook** – During a traditional pit cook guided by a Knowledge Holder, physicians, clinicians, and staff deeply appreciated hands-on cultural teachings rooted in the traditional foodways of the Coastal First Peoples.
- **Two-Eyed Seeing at the AGM** – Len Pierre delivered a powerful keynote, and we were honoured to welcome Indigenous vendors, artists, Elders, and Knowledge Keepers at the gathering.
- **Designing spaces with care** – The Aunty Collective and local Elders and Knowledge Keepers have provided valuable insights and support for culturally safe clinic design, ceremonies, and healing artwork for our PCN Allied Health Centre.



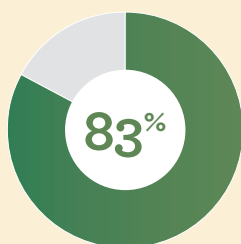
Fuelling Physician Well-Being & Connection

Division events a catalyst for community strength

Our member survey confirmed what we hear time and again: feeling connected is one of the top reasons you value the Division.



say building relationships with colleagues is a high or very high priority*



feel welcome and included at Division events*

*2024 member survey

This year, we sparked social connection and community through:

- AGM and Welcome & Thank You Gala
- Dips for Docs and pickleball
- Tag Along Fun WhatsApp group
- Bites 'n Banter socials
- Family BBQ and holiday party
- PCN clinic visits and cohort engagement
- Specific socials for e.g. residents, students, locums, LTCL, new physicians

► Do you have a social idea? Join the **Tag Along Fun WhatsApp group** or reach out to victoria@victoriadivision.ca

"Thank you VDFP for the work that you do, you have helped my mental health and improved the care that I provide to my patients."

– 2024 member survey





Family-friendly LTCI CME boosts engagement

The Long-Term Care Initiative's new family-friendly CME and social events are proving a hit. In response to member feedback, the first novel event at the Horticultural Gardens of the Pacific paired palliative care education with hands-on gardening for kids. Enthusiastic feedback has planted the seeds for more family-inclusive offerings.

"The Well-Being Index has been helpful to monitor my stress and coping skills. It's a gentle reminder to check-in with yourself and seek support if needed."

– Dr. Jennifer Lee

New Well-Being Index app: quick, anonymous, empowering

More than 60 physicians have joined the Well-Being Index (WBI) app—an anonymous, quick-assessment and resource tool developed by the Mayo Clinic and provided free through your Division.

WBI benefits:

- Created by physicians for physicians
- Takes less than 3 minutes
- Track your wellness over time
- Compare your results anonymously with peers and national averages

69
physicians signed up
as of Sept. 2025

48%
engaged users

145
assessments
completed

33
physicians accessed
at least one
resource

► [Join the WBI here](#)



WELL-BEING
index

New series creates space for meaning in medicine

With a focus on vulnerability, grief, and joy, the three-part series *Cultivating Meaning in Medicine* created powerful spaces to connect and normalize asking for help.

70
members attended
a session

"It gave permission to be honest without our 'professional mask'."

– Member feedback form



Modern Care, Rooted in **Connection**



“The PCN cohort model with the allied health professionals has helped me with all the things I felt helpless about for decades! Having this support secured and expanded for the future through this amazing center is fantastic.”

– Dr. Kathy Dabrus

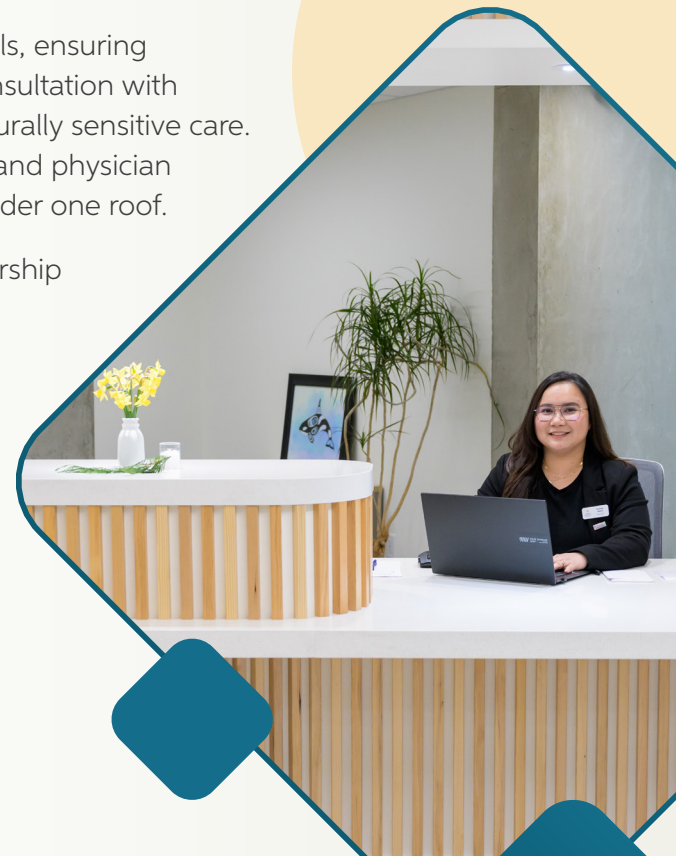
Expanded PCN Allied Health Centre a Game-Changer for Team-Based Care

Dreams became reality in spring 2025 with the opening of our new Division office and expanded Primary Care Network Allied Health Centre, announced on-site by Health Minister Josie Osborne at a provincial media event. At 6,500 square feet, this purpose-built space is transforming how our PCN cohorts deliver sustainable team-based care.

It is designed to attract and retain allied health professionals, ensuring long-term capacity across our PCN’s clinics. Planned in consultation with Indigenous community partners, the design considers culturally sensitive care. The space also serves as a hub for Board, working group, and physician meetings, bringing clinicians and Division staff together under one roof.

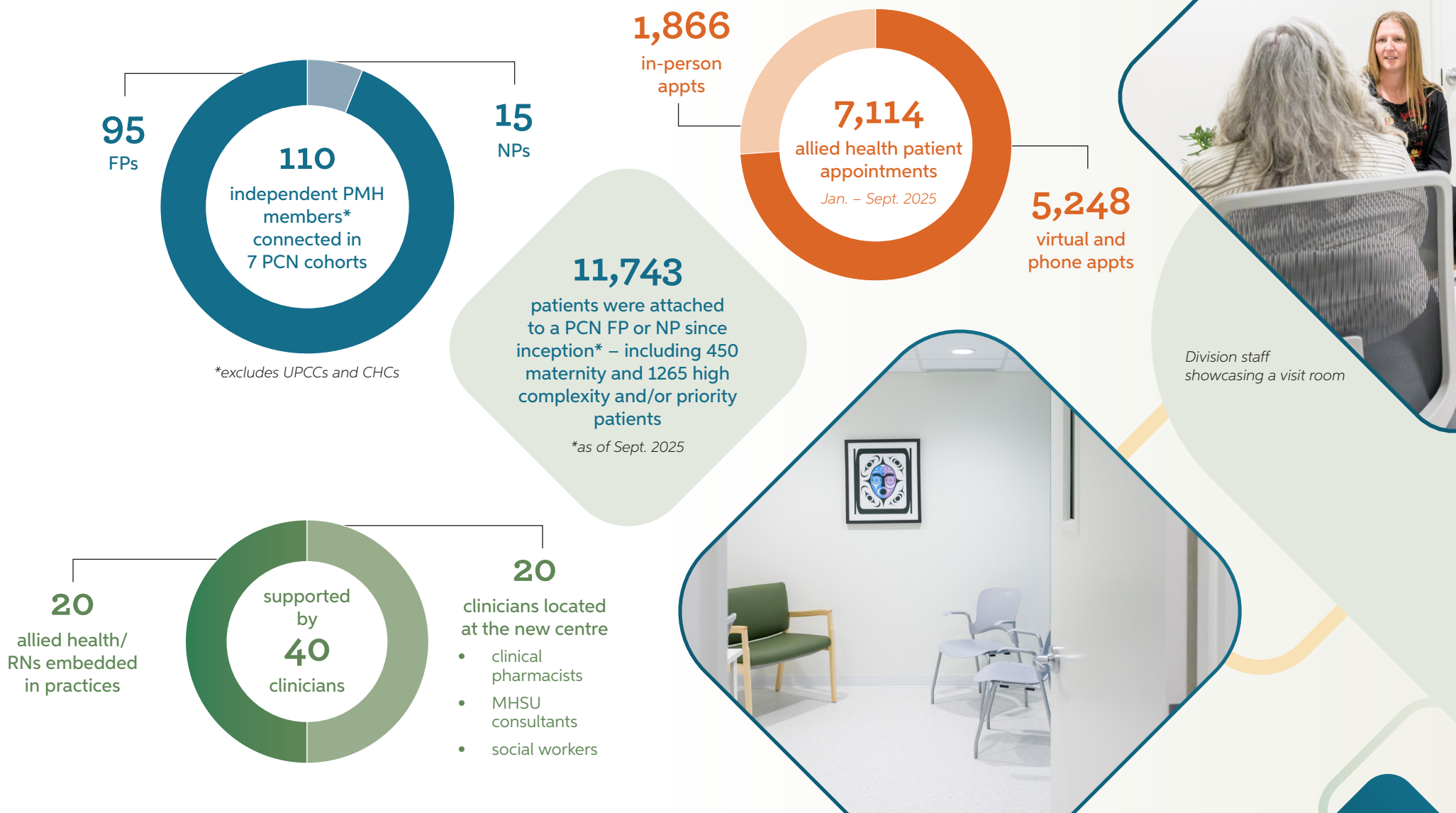
This milestone is a testament to grassroots physician leadership at the Victoria Division of Family Practice and the power of collaboration, made possible with Island Health, the Ministry of Health, Mayor Alto and the City of Victoria, Indigenous partners, and Jawl Residential, the building architects and managers. We are deeply grateful to all who contributed.

photo credit:
Government of British Columbia



PCN and Allied Health Centre success in numbers

The Victoria PCN's cohort model allows physicians to focus on patient medical care and involve other cohort clinicians for non-medical services.



Strengthening community of practice

Cohort physician leads have been bringing together their cohort's family physicians, allied health professionals, RNs, and Indigenous Wellness providers to foster a strong community of practice.

4

cohort physician leads keep PCN cohort members connected

4

community of practice meetings hosted at the new centre*:

- Queer Eye for the Service Provider
- PCN Clinician Team Building
- Plant Medicine Bag
- Psychiatry

**May – August 2025*

Open Houses at our new office space

Members and interest holders at our Division open houses in spring 2025 were impressed with the features of the new space.

► Do you want to learn about culturally sensitive clinic design for your office? Connect with the Victoria Primary Care Network: victoriapcn@victoriadivision.ca



More Supports for Everyday Practice

Making specialist referrals flow smoothly

We're building stronger connections between family physicians and specialists, fostering trust, shared understanding, and practical solutions that help referrals move effortlessly and keep care journeys seamless.

"The Division does an excellent job of building connections between family doctors and specialists."

– 2024 member survey

New resources turn challenges into solutions

Ideas from our packed fall 2024 specialist engagement event inspired a suite of high-impact resources in 2025:

- *Referral Best Practices* guide and infographic
- *Implicit Referrals Response* template to address unneeded re-referral requests
- Specialist MOA support for EMR Connect to securely share patient information with family physicians
- MOA survey identifying barriers to efficient referrals
- Promotion of specialist direct messaging on Pathways, reducing unnecessary referrals and telephone tag

In addition to these resources, we set resident physicians up for success with **two specialist referrals education sessions.**



Dine & Learns keep specialist connections strong

Our flagship Dine & Learn CME events blend relationship-building with knowledge-sharing, making them a cornerstone of strong family physician–specialist connection.

Between Nov. 2024 and Sept. 2025:

8

Dine & Learns held

362

total attendance

Support for vulnerable populations

Helping opioid-using patients stay for care

The Acute Opioid Withdrawal Protocol is making a measurable difference, helping more patients remain in the ED to receive the care they need. This high-dose order set equips frontline staff to provide timely, appropriate care for people in withdrawal who agree to the process, even when they arrive for unrelated concerns.

At RJH's ED, only 2% of 361 encounters using the order set resulted in patients leaving without seeing a physician (LWBS), compared to a 7.8% overall rate across Island Health EDs.

In addition, 40% of 125 substance-using ED patients without a case manager could be connected to one through the substance use nurse (SUN). Added to the ED team in September 2024, the SUN sees substance-using patients as soon as possible upon arrival in the ED.

Lowering
the LWBS rate:

2%

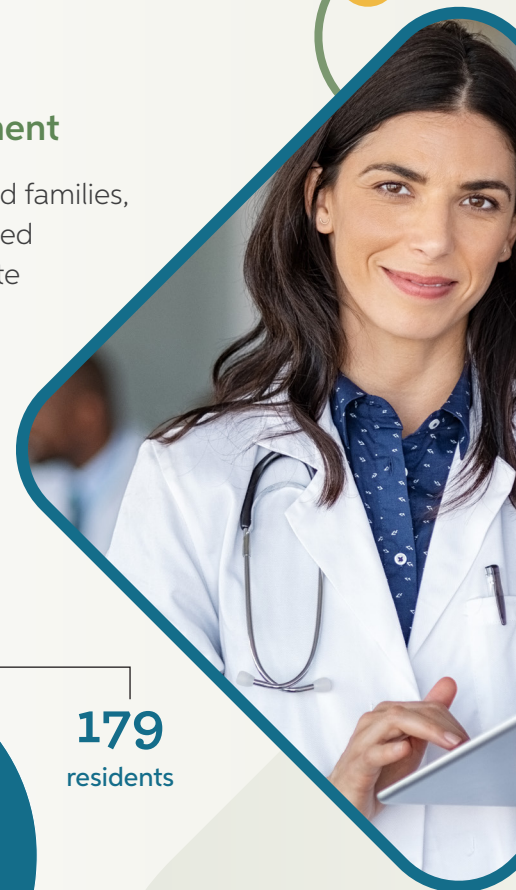
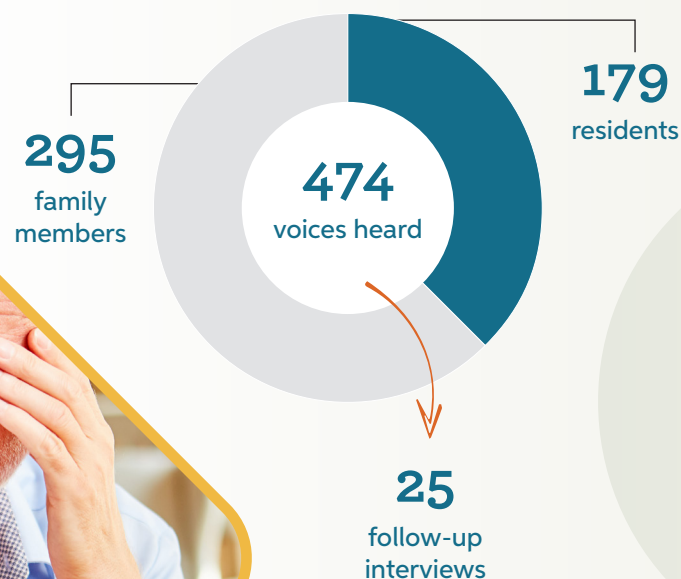
of encounters at RJH's
ED left without being
seen, compared to a

7.8%

overall
LWBS rate

LTCI drives quality improvement

By proactively surveying residents and families, the Long-term Care Initiative confirmed strong appreciation for compassionate care and identified opportunities to strengthen visits, communication, continuity, and advance care planning. Strategizing on these insights, the LTCI is setting the stage for lasting improvements in care experiences of one of our most vulnerable populations.



New solutions for practice continuity planning

Our new Practice Continuity Planning and Disaster Response initiative helps clinics prepare for the unexpected and ensure uninterrupted care.

Plus, the Division and our Island Health and HEMBC partners are advancing regional planning – news coming your way soon.

4

facilitated sessions
supported
7 family physicians
across
2 clinics

*We would not
have completed
our plan without
the facilitated sessions.*

Excellent process!

– Dr. Aaron Childs

EMERGENCY
PLAN

MOA Network grows to 88 members

Now in its third year, the Victoria MOA Network grew by 22% to include 88 MOAs from 35 clinics. Strong relationships and targeted programming keep engagement high – over half of members joined events this year.

MOA event
attendance highlights:

17

Trauma-Informed
Care

27

World Café

21

Mindfulness

*“I most appreciate
meeting new MOAs
and brainstorming or
sharing knowledge in
roundtables.”*

– MOA event feedback form



Member Benefits in Action

In our member survey, you told us which benefits you tapped into this past year*:

89%
of members
accessed

UpToDate: Your daily clinical companion

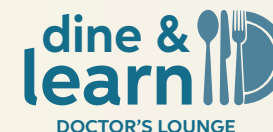
This trusted evidence-based resource keeps you current and is free for members (a \$400/year value).



70%
of members
accessed

CME: Learning that strengthens care

From Dine & Learns to the LTCI Learning Series, our CME events bring members together to share knowledge, explore new resources, and foster connection.



89%
of members
accessed

Pathways: 48,000+ monthly views and counting

Your daily go-to platform for fast, accurate referral navigation has:

2,019 active Vic-SI users, 832 specialists listed (381 family physicians), and 5,260 resources available.**

This year's upgrades: AI Search for smarter results, 36+ new Enhanced Care Pathways, Specialist direct messaging for faster communication

**as of May 1, 2025



65%
of members
accessed

Newsflash: News you can use

Our 26 bi-weekly, fast-facts updates per year are tailored for Victoria family physicians.

Newsflash

Happy Doctors, Healthy Communities

*percentage of members accessing the benefit at least once in the past year



Supporting You to Join, Stay, Expand

Turning Ideas Into Impact

When it comes to supporting your vision for practice, the possibilities go far beyond any services list. Whether you're starting fresh, expanding, or navigating change, the Division is here to help bring your ideas to life. We encourage you to connect with us about what's top-of-mind.

Recent examples from your peers:

Opening a new pathway to cancer screening

At CanScreen, Drs. Stuart Bax and Cal Shapiro offer critical cancer screening to unattached patients, closing care gaps and saving lives. The Division stepped in as fund holder to secure initial Shared Care support in 2023 and helped promote the clinic's new model of care to local interest holders and primary care clinics. We have since linked CanScreen to the Victoria PCN to support future membership and sustainability.

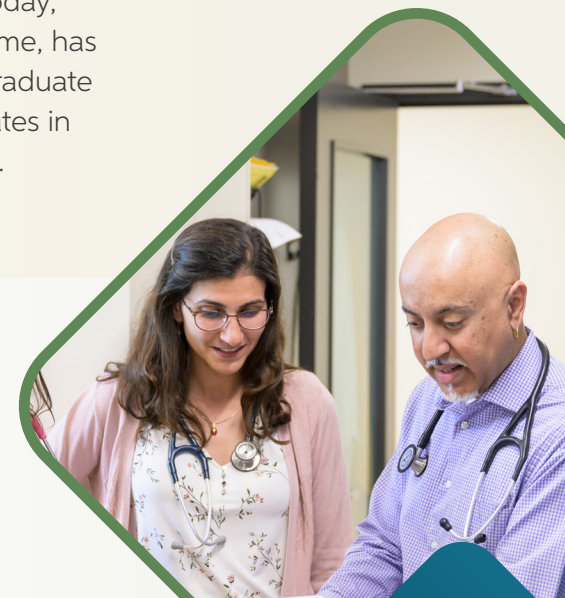
Backing clinics through transition and growth

When Tuscany Family Medicine had to relocate due to an unexpected lease change, the Division quickly connected them with potential spaces and supported a successful Doctors of BC minor tenant improvement funding application. Today, the clinic thrives in its permanent home, has welcomed a PRA-BC international graduate and a PCN RN, and actively participates in the PCN and Urban Locum Program.

"When I got sudden notice, the Division was there right away. Within days, I had viewings and what could have been stressful became an opportunity. It's good to be a family doctor in Victoria; we are supported."

– Dr. Heera Bindra

► **Wondering what support might be available for you through the Division or our partners? Let's find out together: email victoria@victoriadivision.ca**



Victoria's Recruitment Secret: Support, Innovation, Community

From the innovative LFP payment model and Urban Locum Program to expanding team-based care and a connected, welcoming physician community, Victoria continues to shine as one of the most rewarding places to practice. This year, we've been making connections, opening doors, and helping new and future physicians envision and realize their careers here.

A warm welcome for international physicians

Recruitment through our IslandDocs.com collaborative and the Ministry of Health's U.S. campaign is yielding strong results. The Division has been by the side of interested physicians every step of the way, offering personalized clinic matchmaking tours, comprehensive one-on-one onboarding, and a warm welcome to our physician community.

"I had wanted to move here for years, but it felt daunting. Recruitment guided me every step and opened doors to practicing exactly as I wanted to, combining sexual health, primary care and perinatal care. I'm thrilled to be a physician in this innovative community."

– Dr. Christina Drostin,
family physician from the U.S.

Growing the practice- ready pathway

Victoria proudly welcomed three new family physicians this year through the Practice-Ready Assessment BC (PRA-BC) program, a vital gateway for International Medical Graduates (IMGs) to gain licensure and put down roots here.

Our strengthened collaboration with PRA-BC has inspired more local clinics to become host sites, further opening this pathway and enriching our community capacity.



Student engagement highlights family medicine's value

Launched in 2024, our collaborative Island Medical Program (IMP) **student engagement** strategy is already inspiring the next generation of family physicians:

"This (event) helped open my eyes to the breadth you can do as a physician with family medicine training. I gained a new level of respect for family physicians by the end of the talks."

– Student feedback form

25

students joined our IMP Family Practice Careers Night showcasing the diversity of family practice (CLFP, Rural, ER, OB, Hospitalist, Surgical Assist)

68%

of all IMP grads matched to family medicine in 2025 – up from 44% in 2024

6

IMP graduates matched to the Victoria Family Medicine residency program in 2025

86

of all IMP entrants in practice* chose Victoria

*as of 2024, excluding 2025 entrants

IMP data: UBC Faculty of Medicine

LTCI builds physician capacity

The Long-term Care Initiative continued to draw new physicians, ensuring robust coverage across the region:

14

physicians joined the LTCI in the past year

30

physicians attended our LTCI recruitment event

99%

of long-term care residents are covered by an LTCI physician

► [Explore the LTCI here](#)



Victoria is top-ranked amongst **resident physicians** and we're making sure it stays that way.

From welcome events and education sessions to Board socials, residents used the opportunities to connect, grow, and build their future practice community in Victoria.

49

total resident attendance at welcome events*

*Resident welcome lawn bowling event and VDFP-supported resident welcome gala hosted by Victoria Medical Society

ULP a Pillar Supporting and Attracting Physicians

What began as a small pilot in 2022 has become one of our community's most valued recruitment and retention tools: The Urban Locum Program (ULP) creates breathing room for host physicians, attracts talented locums, and helps new grads discover rewarding family medicine career paths in our community. The ULP pilot has now been **extended to March 2026** – another proof of its transformational impact.



of surveyed members* rank access to coverage as a top priority

*2024 member survey

ULP impact at a glance

7	86	28	1059
new grads hired this year	contracted locums since launch**	currently active locums	shifts covered in the last year

This year, we took it further by expanding peer coaching and professional development opportunities for locums:

- Monthly Clinical Small Groups and Locum Foundations meetings
- ConnectTeam chat app for real-time resource sharing and connection
- Tailored support for locums stepping into leadership roles

**October 2022 pilot start – September 2025

“My staff and I are grateful for the support of the program. I enjoyed two weeks away and returned to happy patients, calm staff, and an empty inbox—what more could one ask for?”

– Dr. Steven Gordon, host physician

“It’s an excellent program for new grads, offering time to adjust to clinics, panels, and EMRs. It’s helped me deliver better care and connect with clinics and physicians.”

– Dr. Miranda McDermott, locum

► [Find out more about the ULP here](#)

2024-2025: A Year of Connection in Action

FALL/WINTER

NOVEMBER 2024

- Annual General Meeting
- PCN passes attachment milestone of +10k patients since inception
- Family Holiday Party
- Dine & Learn: Addiction Medicine
- LTCI Learning Series: Palliative Care Approach
- MOA event: Trauma-informed Care
- Cultivating Meaning in Medicine event series: Vulnerability, Grief and Joy
- Islanddocs recruitment collaborative attends St Paul's Primary Care CME conference

DECEMBER 2024

- ULP pilot receives confirmation of extension until March 2026
- LTCI Learning Series: Existential Suffering in LTC
- VDFP participates in South Island Prosperity Partnership event on improving family physician support in the community
- Opioid Withdrawal Protocol is presented at Victoria General Hospital, Westshore UPCC, Nanaimo General Hospital
- Resident education session: Specialist Referrals
- PCN Community Advisory Group starts

JANUARY 2025

- Dine & Learn: Emergency Medicine
- Board sets 2025–2029 priorities at annual retreat
- Island Medical Program student event: Family Practice Careers Night
- Cultivating Meaning in Medicine event series: The Role of Grief and Loss
- First ULP peer coaching and support session of 2025

FEBRUARY 2025

- Dine & Learn: Women's Health
- Bites 'n Banter with your Peers
- LTCI Learning Series: Dementia Behavior Management

SPRING

MARCH 2025

- Dine & Learn: Gastroenterology
- Cedar brushing at VDFP office including the PCN Allied Health Centre
- LTCI recruitment event
- MOA event: World Café on priority issues
- MOA event: Mindfulness, Part 2
- Cultivating Meaning in Medicine event series: Joy in Medicine
- VDFP presentations at Quality Forum: ULP, Opioid-Using Patients project, Practice Continuity Planning
- Specialist Referrals project shares Tips & Tricks OBGYN Referral

APRIL 2025

- Dine & Learn: Skin Cancer
- New VDFP office including the PCN Allied Health Centre opens
- LTCI Learning Series: Advanced Care Planning
- Opioid Withdrawal Protocol is presented to Learning About Opioid Disorder (LOUD) in the ED
- Practice Continuity and Disaster Response pilot begins

MAY 2025

- Health Minister Josie Osborne announces PCN Allied Health Centre at an on-site press conference
- Welcome and Thank You at Inn at Laurel Pointe for new and retiring physicians
- Dine & Learn: Interventional Radiology
- VDFP recognizes Family Doctor Day
- Bites 'n Banter with your Peers
- Opioid Withdrawal Protocol Community of Practice meetings at RAAC and UPCC
- Islanddocs recruitment collaborative attends PriMed Primary Care CME conference



2024-2025: A Year of Connection in Action

SUMMER

JUNE 2025

- Open House at the new VDFP office including the PCN Allied Health Centre
- Board shares the 2025–2029 strategic framework
- LTCI education session on palliative care, held at the Horticultural Centre of the Pacific
- VDFP attends South Island Prosperity Partnership AGM
- ULP promotes pilot at UBC Victoria Family Practice Residents Scholarship Poster Conference

JULY 2025

- Bites 'n Banter with your Peers: special new grads and R2 event
- Funding received for Skin Health Referral Pathways project
- Resident education session: Specialist Referrals

AUGUST 2025

- Bites 'n Banter with your Peers: special R1, new to Victoria, students event
- Welcome event for new resident physicians
- First PCN community of practice event at our new office (of four/year)
- Traditional Indigenous Pit Cook

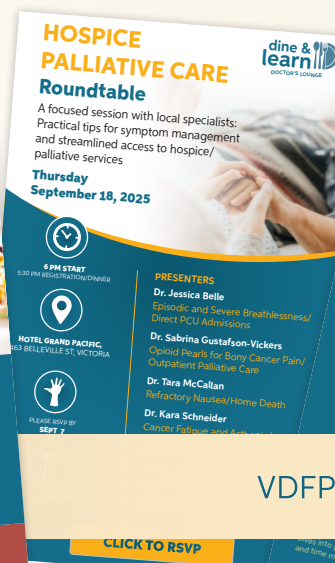
FALL

SEPTEMBER 2025

- VDFP participates in Resident Welcome Gala by Victoria Medical Society
- Dine & Learn: Hospice Palliative Care
- Family BBQ for members of VDFP, SIDFP, SIMSA, SPPS
- LTCI Learning Series: Honouring Indigenous Knowledge in Palliative Care
- MOA event: PCN Allied Health Centre Tour & Team-based Care
- IMP student engagement event: Roundtable discussion with resident physicians sharing their experiences
- VDFP recognizes National Day for Truth and Reconciliation

OCTOBER 2025

- Dine & Learn: General Surgery
- LTCI Leadership Dinner
- LTCI Learning Series: Elopement in LTC, with the BeST Team at Island Health
- Health & Wellness webinar series starts: Executive Function Skills for Calm & Well-Being
- Health & Wellness work presentation at the Canadian Conference on Physician Health
- Health & Wellness workshop delivery at the Canada West Health Leaders Conference



Physician Leadership Through Involvement

With gratitude, we recognize the physicians whose leadership and active participation in committees and working groups have guided our work, strengthened our community, and left a lasting impact:

Bolded names are lead physicians in 2024–25.

Care Transitions MOST Consulting Group

Bekker, Ian
Chritchley, Sarah
Dozzi, Alexandra
Hammett, Tess
How, Ben
Lemire-Elmore, Chloé
Liebscher, Ryan (SIDFP)
Tafti, Ali (specialist)
Veres, Lisa

Care Transitions Opioid Users Working Group

Roden, Kelsey
Stefani, Nathan (specialist)
Ferris, Caroline
Hering, Ramm
Mason, Randal
Pawluk, Alicia

Care Transitions Specialist Referral Working Group

Hargrove, Gaylene (specialist)
Phillips, Laura
Billinghurst, Matt
Dowler, Christopher (SIDFP)
Moccia, Patrizia (specialist)
Rioux, Kevin (specialist)

Care Transitions Steering Committee

MacDonald, Leah
Phillips, Laura
Veres, Lisa
Bekker, Ian
Brosseau, Ami
Hammett, Tess
Horvat, Dan (SIDFP)
How, Ben
Ma, Lucia (Courtenay)
Shanks, David (specialist)
Singh, Deanna
Szeto, Bonnie (Vancouver)
Tafti, Ali (specialist)
Thomson, Mike

Care Transitions Supportive Cardiology Spread Project

Slawynch, Mike (specialist)
Troughton, Tim
Dulay, Daisy (specialist)

CBT Skills Facilitation

Dake, Lauren
Snozyk, Trish

Collaborative Services Committee

Iverson, Kristen
MacDonald, Leah
Childs, Aaron
Cunningham, William
Duff, Melissa
Goodchild, Steve
Louie, Kelsey
Mason, Anna

Communications Committee

Chritchley, Sarah
Bekker, Ian
Dabrus, Kathy
Dozzi, Alexandra
Ehasoo, Valerie
Macnab, Magnus
Qi, Vikky
Wilson, Brynna

Dine & Learn Planning Committee

Boe, Corene
Fry, Jessica
Harmon, Caitlin

Finance and Audit Committee

Duff, Melissa
Goodchild, Steve
Mason, Anna
Stamp-Vincent, Chris

Governance Committee

Chritchley, Sarah
Dueck, Brett
Dozzi, Alexandra
Duff, Melissa
Goodchild, Steve

Human Resources Committee

Brosseau, Ami
Chritchley, Sarah
Iverson, Kristen

Joint Executive Committee (VDFP & SIDFP)

Duff, Melissa
Iverson, Kristen
Kilpatrick, Alexander (SIDFP)
Sherman, Mark (SIDFP)
Louie, Kelsey
MacDonald, Leah
Saunders, Robin (SIDFP)

LTCI Physician Workforce and Practice Planning Committee

Mike Miles
Mordasiewicz, Merunka
Roh, Christine
Syyong, Harley
Tsai, Jimmy

LTCI Saanich Peninsula Working Group

Del Bel, Nicole
Brink, Rose
George, Eric
Syyong, Harley
Tan, Amy

LTCI Steering Committee

Manville, Margaret
Miles, Michael
Bekker, Ian
Brook, David
Del Bel, Nikki
Duff, Melissa
How, Ben
McKeen, Katharine
Neweduk, Peter
Ryan, Catherine, NP
Saunders, Robin

MOA Network Working Group

Lush, Jennifer

Nominations & Election Committee

Brosseau, Ami
Chritchley, Sarah
Duff, Melissa

Pathways Leadership Team

Dabrus, Kathy

PCN Steering Committee

Mason, Anna
Bax, Stuart
Childs, Aaron
Cunningham, William
DePauw, Anna
Iverson, Kristen
Nezil, Frank
Pham, Tia
Shaw, Sundes

PCN FP Cohort Leads

Duff, Melissa
Pearce, Mark
Chritchley, Sarah
Dozzi, Ali
Hawkins, Lindsay
Roh, Christine

PCN Indigenous Circle

Brousseau, Ami
Elliott, Kate
Nezil, Frank

Physician Health & Wellness Committee

Lee, Jenn
Sherman, Mark (SIDFP)
Brousseau, Ami
Cuddeford, Cheryl (SIDFP)
Fry, Jessica
Jeans, Jennifer (SIDFP)
Yoshida, Naomi (specialist)

Resident Engagement Working Group

Creelman, Brianna (SIDFP)
Dozzi, Alexandra
Dueck, Brett
Haensel, Erik (SIDFP)
Hansen, Micah (SIDFP)
Jordyn Heal (SIDFP)
Smit, Carien
Wilson, Brynna

Student Engagement Working Group

Benji, Jocelyn (IMP student)
Daubenfeld, Paige (IMP student)
Egolf, Laura (IMP student)
Gill, Talveen (SIDFP)
Manning, Fiona
McCallan, Tara
Swann, Savannah (IMP student)

Urban Locum Program Steering Committee

Childs, Aaron
Dowler, Chris
Dozzi, Alexandra
Easterbrook, Jaron
Hanson, Micah
Iverson, Kristen

Honouring Recognition & Representation

We celebrate the local physicians who have earned awards*, supported teaching, and championed family practice in leadership roles beyond our Division.

Award Recipients

**IMP Dr. Bruce Crawford
Award of Excellence:**
Suzi Hilton

**IMP Community Family
Physician Award for
Excellence in Clinical
Teaching:**
Anna Mason

Teachers / Preceptors

UBC IMP Teachers / Supporters

Jody Anderson,
Director, Transition into
Postgraduate Training Year 4

Laura Farrell,
Regional Associate Dean

Lauren Kitney,
Director, Clinical Skills

Shavaun MacDonald,
Assistant Dean, Curriculum
(previous)

Fiona Manning,
Assistant Dean, Student
Affairs

Margaret Manville,
Director, Family Medicine
(previous)

Amita Modi,
Director, Electives Year 4

Chris Morrow,
Director, Portfolio

Kalina Popova,
Year 1 & 2 Course Director
(previous)

Vikky Qi,
Director, Family Medicine

Richard Veerapen,
Director, FLEX

2024–25 Family Practice Preceptors

Abhari, Zahra

Adilman, Steve

Ahmed, Nazeem Naweed

Aiken, Jay

Ashwell, Stephen

Atchison, Amy

Barlow, Natalie

Benusic, Mike

Billinghurst, Matt

Bindra, Heera

Birdsell, Laura

Block, Claire

Bourdon, Sienna

Boylan, Maureen

Brierley, Phillip

Chaudhry, Tania

Chevalier, Ryan

Chritchley, Sarah

Cleave, Spencer

Cooze, Jared

Curtis, Lara

Cuddeford, Cheryl

Dillon, Michael

Dowler, Christopher

Downs, Allyson

Edora, Felipe

Elrick, Mary

Elnagmy, Mohammed

Evans, Daniel

Evans, Kate

Felix, James

Forghani, Kamran

Forrester, Molly

Forsberg, Tracy

Fraser, Chris

Friesen, Caspar

Gallagher, Michael

Gaul, Joanne

Gooderham, Tuz (Virginia)

Green, Stefanie

Hardy, Liz (Elizabeth)

Hartford, Douglas

Hayes, Oona

Heron, Ryan

Hilton, Suzi

Hirschfield, Christabelle

How, Ben

Houston, Russell

Houston, Shannon

Hurlburt, Rachel

Hutchinson, Leah

Hwang, Naomi

Iverson, Kristen

Keller, Connor

Kernick, Aimee

Kilpatrick, Alexander

Kondra, Jennifer

Kwasnica, Andrew

Laurie, Zander (Alexander)

Leblanc, Max

Leduc, Eugene

Leishman, Rose

Levin, Josh

Levi, Jasna

Liebscher, Ryan

Lindsay, Graeme

Lush, Jennifer

Mancini, Stephanie

Manville, Margaret

Mason, Anna

Masata, Hana

McCallan, Tara

McCluskey, Paddy (Walter)

McGregor, Jane

McIntyre, Karen

McKeen, Meagan

McLean, Gordon

Mihalyuk, Tracy

Minish, Kelley

Modi, Amita

Mordasiewicz, Merunka

Nirwan, Amarjit

O'Keefe, Stephen

Peddle, Brendan

Putland, Michael

Qi, Vikky

Rabien, Anton

Rakoz, Kyall

Reid, Linda

Replete, Vlada (Vladyslava)

Riddler, Colin

Ritonja, Laura

Robertson, Peg (Margaret)

Roback, Barbara

Roh, Christine

Sawchuk, Paul

Scott, Dion

Shaw, Jack (John)

Shepherd, Robert

Sherman, Mark

Simcoff, Micah

Slater, Micheal

Spratt, Laura

Takata, Dillon

Tan, WenQi

Tellier, Sylvie

Thibodeau, Melina

Tierney, Shauna

Tousignant, Michelle

Tresoor, Tracy

Troughton, Tim

Vallee, Ashleigh

van Breda, Devon

Vaughan, Matthew

Wang, Amanda

Ward, Matthew

Waterman, Lindsay

Wickens, Jennifer

Wolovitz, David

Woodburn, Layne

Young, Vanessa

Family Physician Advocates

Doctors of BC

Melissa Duff,
Board Director

Dan Horvat (SIDFP),
Board Director

Kelsey Louie,
Board Director

Stuart Bax, District 1
Representative

FPSC Full Committee:

Sari Cooper,
Co-Chair on leave

Jaron Easterbrook (SIDFP),
Acting Co-Chair

Leah MacDonald
(Island Health)

BC College of Family Physicians

Jennifer Lush, Vice President
Ryan Herriot, Board Director

BC Family Doctors

Ali Dozzi, District 1
Delegate (until July 2025)

College of Physicians and Surgeons of BC

Katharine McKeen, District 1
Representative

**The awards list focuses on major organizations and is based on online research. We apologize if we missed a member who should be acknowledged here.*

Common Acronyms

AHP	Allied health professional	IWP	Indigenous Wellness Provider	PRA-BC	Practice Ready Assessment BC
CBT	Cognitive Behavioural Therapy	LFP	Longitudinal family practice in the context of the LFP payment model	RN	Registered Nurse
CLFP	Community longitudinal family practice	LTC	Long-term Care	SC	Steering Committee
CME	Continuing Medical Education	LTCI	Long-term Care Initiative	SIDFP	South Island Division of Family Practice
CSC	Collaborative Services Committee	LWBS	Leaving the ED without being seen by a physician	SIMSA	South Island Medical Staff Association
DoBC	Doctors of British Columbia	MD	Doctor of Medicine	SPPS	Saanich Peninsula Physician's Society
ED, ER	Emergency Department, Emergency Room	MHSU	Mental Health & Substance Use	TBC	Team-based care
EMR	Electronic Medical Record	MLA	Member of the Legislative Assembly	ULP	Urban Locum Program Greater Victoria pilot
FNHA	First Nations Health Authority	MOA	Medical Office Assistant	UPCC	Urgent and Primary Care Centre
FP	Family Physician	MoH	Ministry of Health	VDFP	Victoria Division of Family Practice
FPSC	Family Practice Services Committee	MRP	Most responsible physician	VMS	Victoria Medical Society
FSFP	Full-service family practice	NP	Nurse Practitioner	VNFC	Victoria Native Friendship Centre
HEMBC	Health Emergency Management BC	NTP	New To Practice	VPCN	Victoria Primary Care Network
IMP	Island Medical Program	PCN	Primary Care Network	WIC	Walk-in clinic
IT	Information Technology	PMH	Patient Medical Home		



Get involved

You are the Division. Explore the many ways you can connect with your community and have an impact [here](#).

Photography: Government of British Columbia, Dean Kalyan, Terrance Lam

Indigenous art: Aunty Collective



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