

# Annual Report 2021

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## LOOKING BACK

2020 will forever be remembered as the year of COVID-19 and yet, for Shoreline Medical, there have been other significant events that are worth documenting. On September 28, 2020 this society was five years old. It is important to acknowledge the goals that have been reached that were part of the original vision laid out by the founding members as we look forward to continuing our vision.

## A YEAR AT A GLANCE

We are fortunate to have attracted board directors, physicians and staff members who work hard to support the vision and mandate of Shoreline Medical Society. It is to our entire team that we give the credit for the following achievements:

### Completion of Sidney Shoreline Clinic

The expansion project of Sidney Shoreline clinic was completed in March 2020. The new clinic provided 23 exam rooms, expanded doctor's collaboration room, separate Walk In Clinic entrance, large central waiting room and reception for attached patients, RN exam room located with lab and UA washroom. A Sub lease was established for Peninsula IDA pharmacy. Room rentals to Western Cardiology and Med Sleep were intended, however temporarily suspended, due to COVID-19 protocols.

### Physician Recruitment 2020

We were fortunate to attract 7 family physicians to join the Shoreline team(s) in 2020. 3 family doctors who started new practices, 3 family doctors who replaced retiring physicians and 1 doctor sharing a practice with an existing doctor. Additionally, we had 2 permanent locums join Shoreline to provide patient care when our family doctors are providing in patient care at Saanich Peninsula Hospital.

These new doctors along with 2 others (who joined at the end of 2019) provided the ability for Shoreline to reach its new patient attachment goals.

### Patient Attachment

In January 2020 we presented a new patient attachment plan that would have Shoreline making an impact on 10,000 patients by the end of 2021. Here is how we are tracking with that goal (stats as of January 15, 2021):

Total Patient Attachments

2016-2020 - **5,475**

Total Retirement Track Patients

Retained 2016-2020 - **3,021**

**Combined Total - 8,496**

In spite of the pandemic, Shoreline Medical attached new patients at a rate of 50 patients per week to one of the two Shoreline clinics during 2020. Successful retirement transitions were made by two doctors on our Retirement Track program.

In 2021 new patient attachment will continue to existing doctors who have not completed their panels and to the additional family physicians who will join Shoreline in 2021 (see *Physician Recruitment 2021* section).

## Ministry of Health South Island PCN

In April 2017 the Ministry of Health announced the current Primary Care Network plans. Shoreline physicians and executive team have been involved with the 3 year engagement process with the South Island Division of Family Practice and Island Health. In May 2020 Shoreline Sidney received the first Primary Care Registered Nurse into practice. In September 2020 a PCN RN was introduced onto Brentwood Bay team.

Additionally, Shoreline physicians are able to refer patients to a team of allied health (social workers and mental health and addictions counsellors) who will work out of a hub at Peninsula Health Unit. Shoreline operations team developed the referral workflows for these allied health that were used to inform the protocols for the entire PCN.

Shoreline's executive team continues to be involved with various projects within the PCN: serving on the PCN Leadership team, Patient Attachment committee, PCN Steering Committee as required.

## COVID-19 Response

Shoreline Medical proved to be quick and nimble in changing pre-COVID practices to the current telehealth model that we continue to use in January 2021. March 15 (Brentwood) and March 17 (Sidney) Shoreline clinics were closed to regular walk in business and all technology and phone set ups required for telehealth were implemented through the first month. It is a credit to the physician teams, clinical management and support staff that full scale changes could be made so quickly.

As an organization we applied for both the Canada Emergency Wage Subsidy and the Canada Emergency Business Account loan which provided some financial relief.

HR met with staff and a few members elected to reduce hours and apply for Canada Emergency Relief Benefit (CERB). Most staff continued to stay employed with some initial disruption to hours and

wages. As a response to staff need Shoreline Physicians opted to start an MOA fund where over \$8,000 was collected to provide financial support through COVID to MOAs who needed the assistance.

With Shoreline leading the way through COVID-19 workflow changes we initially set up the Sidney Walk In clinic to be the "in person exam" space for all Shoreline physicians to refer to. That led to Shoreline accessing CAPE (Community Access Personal Exam) funding. April 6 - June 30 Shoreline Sidney ran the community clinic for all community patients who had been screened negative for COVID.

Shoreline's response to the lifting of COVID restrictions on July 1st by the provincial government was to hold steady and continue with 80% telehealth, but to expand the operating of Low Risk in person exams by providing each doctor with 1-2 half day blocks each per week. This moderate change served us well when restrictions changed again in the fall of 2020. At the end of 2020 we continue to respond to physician/patient needs and make adjustments to the in clinic operations within the confines of WCB protocols.

Recently, Shoreline Sidney's WIC applied for and received commitment for an amended Interim Primary Care Support (IPCS) contract from December 17, 2020 - March 31, 2021 to adequately address the needs of unattached, complex care patients in the region. We successfully negotiated sessional physician funding and are waiting to receive final contracts to know what has been approved for overhead funding.

## Executive Team

At the onset of COVID-19 the operations management, medical directors and executive director naturally came together to solve the immediate need to react to and manage the change required by the pandemic. Throughout March and April this team met sometimes daily and it began a cohesive communication and decision making process that we continue to use today, now meeting weekly to deal with priority issues. We continue to work on improving effective ways to communicate and roll out system wide changes to our two clinics, 25 physicians and 30+ support staff.

## Society Funding

Saanich Peninsula Hospital and Health Care Foundation continues to be Shoreline's major financial partner. At the onset of COVID the foundation provided us with a grant that was put toward plexiglass and hallway dividers for the low risk clinic and supplied Shoreline with medical grade masks. Also, in response to a presentation made to the Foundation Board in October 2020 a decision was made to continue as Shoreline's strategic partner in projects such as: onboarding costs of new physicians and PCN RNs, patient attachment administrative process and the Youth Clinic.

In February Shoreline received a grant from Saanich Peninsula Community Foundation which enabled us to provide an anxiety workshop, offered free of charge to Shoreline patients, facilitated by a local social worker and counsellor.

The Youth Clinic was able to secure physician sessional funding from the Ministry of Child & Family Development and received operating funding from Norgaard Foundation, Stelly's Parent Grad Association among other local donors.

Pharmasave Brentwood Bay continues to support Shoreline.

## Sustainability

In February we met as a group (physicians, board members and clinic management staff) to discuss sustainability of Shoreline's medical clinics. In four years of operation, 3 years would be considered new business start ups. We wanted to address the projected shortfall at the end of fiscal year March 31, 2020. As a result of the discussion a Sustainability Task Force was formed with the goal to review initiatives that would enable Shoreline Medical to address the shortfall over a 4 year period. Although the Task force only met two times we were able to create a list of potential strategies that are informing our decisions today.

The outcome so far is the accumulated shortfall from 2016 to March 31, 2020 has been significantly

reduced by Nov 30, 2020. We project the overall shortfall to be reduced by 40% by March 31, 2021. It is the intention to resume the Task Force post COVID as that will be when many of the optimization and clinic utilization suggestions will be relevant and we are able to make a plan for eliminating the accumulated short fall over the next 3 years.

## Medical Director Roles

In September we undertook a review of Shoreline's medical director compensation grids and the new structure was introduced in October 2020.

## LOOKING FORWARD

### Physicians Recruitment 2021

Ongoing physician recruitment is a key component to enable continued patient attachment and the support of Saanich Peninsula Hospital. So far, we have 5 new physicians committed to join Shoreline in 2021.

### Implementing Reorganization Plan

For the last month Shoreline executive, management and board co-chairs have been involved in a process with a business consultant firm with experience in working with both the health and non profit sectors to review the current operation structure (division of duties, identification of gaps in task coverage and review of decision making process) with a goal to provide a recommended organization chart. The Shoreline Board will be updated with the outcome, with an opportunity to discuss how we implement the recommended changes and improvements.

### Next 5 Year Strategic Plan

The last Vision document on file is from April 2017 and although we updated and revised our goals on the fly over the last 3 years many of our main targets have been realized:

- Capital Development of 2 primary care medical clinics
- Development and growth of 2 primary care teams
- Recruitment of family physicians
- Established support for community hospital
- Attachment (and retention) of 8,500 patients
- Development of primary care electives and ongoing commitment to teaching residents
- Integration of allied health team members
- Youth Clinic (with funding acquired to expand to 2nd location post COVID)
- Continued access for unattached patients while continuing to meet the attachment need

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**Now is the time for us to look forward to the vision and mandate of Shoreline Medical Society for the next 5 Year Plan.**