

CONFIDENTIAL – WORKING DRAFT

Primary Care Workforce Report: FY22/23 P1-P2 (April 1 to May 26, 2022)

Results Management Office Branch – Compiled: August 26, 2022

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Contextual Information

DATA IN THIS REPORT REFLECT APPROVAL AND RECRUITMENT INFORMATION SUBMITTED TO THE MINISTRY OF HEALTH ON MAY 26, 2022, AND THEREFORE ARE SUBJECT TO CHANGE DEPENDENT ON ANY RETROSPECTIVE ADJUSTMENTS TO REPORTING SUBMITTED TO THE MINISTRY

Source Data: Data in this report was submitted using manually submitted financial period tracking templates and are not independently audited by the Ministry. Manually submitted data through the ministry's webform has been used to cross-check any variations in hiring data. Supplementary information was obtained from PCNs where variance explanations were required.

The requirement for reporting to the Ministry is laid out in Schedule Two of the Annual Funding Letter Agreement.

Targets and Expectations: The recruitment targets identified in this report represent full-implementation totals for the initiatives, including Primary Care Networks (PCNs), Urgent and Primary Care Centres (UPCCs), Nurse-Practitioner led Primary Care Clinics (NPPCCs), First Nations led Primary Care Clinics (FNPPCCs) and Community Health Centres (CHCs).

Data Analysis: As this is a high-level overview report, most data have been rounded to exclude decimals beyond the first decimal place meaning the grand total may appear different than the sum of the rows (e.g., 0.22 rounds to 0.2 but $3 * 0.22 = 0.66$, which rounds to 0.7). Note that the grand totals are calculated using the non-rounded figures and are correct. Baseline approved FTEs have been updated from previous reports to reflect FY2022/23 Funding Transfer Agreements and any approved Change Requests and are accurate as of May 26, 2022.

Expectations: PCNs have 4-year service plans, and as such are not expected to be at 100% recruitment until the end of year 4 of implementation. For example, the first wave of PCNs is targeting 100% recruitment at the end of FY22/23 (March 31, 2023). PCNs receive approximately 20% of funding in Year 1, 45% in Year 2, 70% in Year 3, and 100% in Year 4. PCNs implemented mid-year will have a staggered start to funding and therefore may not achieve their partial recruitment targets within a fiscal year. UPCCS and other initiatives receive full funding immediately, though some are implemented in a phased manner over time.

Footnotes: While this report summarizes data from several different primary care initiatives, there are important contextual considerations. **These important data notes are captured in numbered footnotes.**

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Provincial Overview: Recruitment Across All Initiatives

As of Period 2 of FY22/23 (to May 26, 2022), 1,184 FTEs have been recruited and deployed to 259 clinics and regional hubs across 73 primary care initiatives:

418 FTEs hired across **22 Primary Care Networks (PCNs) in Year 4 of implementation.**¹

242 FTEs hired across **17 PCNs in Year 3 of implementation.**

67 FTEs hired across **14 PCNs in Year 2 of implementation.**

2 FTEs hired across **6 PCNs in Year 1 of implementation.**

64 FTEs hired across **5 Community Health Centers (CHCs).**

9 FTEs hired by **1 First Nations Primary Care Initiative (FN-PCI).**

30 FTEs hired across **3 Nurse Practitioner Led Primary Care Clinics (NP-PCCs).**

351 FTEs hired across **27 Urgent and Primary Care Centers (UPCCs).**

Provincial Overview: Approved & Actual Recruitment by Initiative

Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
Year 4 PCNs (~100% Target for Year End Based on Funding Formula)			
Burnaby	64.5	41.5	64%
Comox Valley	18.0	16.5	92%
Fraser Northwest	79.1	72.6	92%
Kootenay Boundary	34.8	30.0	86%
Prince George	31.7	22.7	72%
Richmond	72.7	49.5	68%
Ridge Meadows	26.4	23.9	98%
South Okanagan Similkameen (Original Service Plan)	24.0	24.0	100%
Vancouver	191.0	137.7	72%
Year 3 PCNs (~70% Target for Year End Based on Funding Formula)			
Central Interior Rural	35.0	6.8	19%
Central Okanagan	78.5	32.3	41%
Chilliwack & Fraser Health Rural	73.4	21.6	29%
Cowichan Valley	40.2	27.3	68%
East Kootenay	57.9	21.3	37%
Mission	21.5	11.4	53%
North Shore	48.5	28.2	58%
Oceanside	25.8	19.3	75%
Saanich Peninsula	42.1	21.6	51%
Western Communities	48.5	36.1	74%
White Rock South Surrey	32.5	16.2	50%

^{*1} See Recruitment Comments in the Section *Primary Care Networks: Recruitment Progress by Year of Implementation and Community* starting on Page 5 for further details on progress-to-date.

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Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
Year 2 PCNs (~45% Target for Year End Based on Funding Formula)			
Nanaimo	49.5	11.5	23%
North Peace	14.6	6.3	46%
Northern Interior Rural	31.0	17.3	56%
South Okanagan Similkameen (Growth Plan) ²	18.2	0.8	4%
Victoria	102.3	31.4	31%
Year 1 PCNs (~20% Target for Year End Based on Funding Formula)			
Surrey-North Delta (Note: very early in implementation)	139.0	2.0	1%
Community Health Centres (CHCs)			
Island Sexual Health	16.6	13.8	83%
Luther Court Society ³	12.3	9.4	76%
RISE	16.8	13.6	81%
Umbrella Co-Op	14.4	9.5	66%
Westshore Pacific Centre	20.4	17.2	84%
First Nations Primary Care Initiatives (FN-PCIs)			
Lu'ma Medical Clinic	13.3	9.4	71%
Nurse Practitioner-led Primary Care Centres (NP-PCCs)			
Axis Primary Care Clinic	10.3	10.0	97%
Health Care on Yates	10.3	9.8	95%
Nexus Primary Care Clinic	10.3	10.4	101%
Urgent and Primary Care Centres (UPCCs)			
Abbotsford	20.0	13.2	66%
Burnaby Edmonds	9.1	8.5	93%
Castlegar	8.5	5.2	61%
City Centre	13.6	13.6	100%
Cranbrook	12.5	12.1	97%
Downtown Victoria	36.7	24.1	66%
Esquimalt	25.4	15.5	61%
James Bay	20.7	7.4	36%
Kamloops	15.4	11.3	73%
Kelowna	25.1	21.2	84%
Nanaimo	10.3	7.3	71%
North Quadra	21.9	13.4	61%
North Surrey-Whalley	17.0	17.5	103%
North Vancouver	15.0	15.8	105%
Northeast	21.0	15.2	72%
Penticton	10.9	8.2	75%
Port Moody	6.9	6.9	100%
Prince George	6.7	5.6	84%

² The growth plan is an extension of the existing South Okanagan Similkameen PCN

³ Phased opening starting March 2022; permanent site opening August 2022.

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Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
Quesnel	7.1	5.5	77%
REACH	15.9	14.8	93%
Richmond	14.6	14.6	100%
Ridge Meadows	10.4	8.9	86%
Southeast	15.8	15.8	100%
Surrey Newton	18.4	15.7	85%
Vernon	21.3	18.4	86%
West Kelowna	20.2	17.9	89%
Westshore	19.8	17.8	90%

	Total FTEs Approved	Total FTEs Recruited
Grand Total	1,965.6	1,184.3

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Primary Care Networks: Recruitment Progress by Year of Implementation & Community

PCNs receive funding from the Ministry of Health to implement their service plan over an initial four-year period, with a proportion of funding allocated each year until full implementation at the end of year four. PCN partners, including Family Physicians (FPs), Divisions of Family Practice, health authorities, First Nations, and other local organizations, prioritize which new clinical resources to recruit each fiscal year of the plan within the available funding. PCNs are not expected to be 100% hired until they have been in implementation for four full years. The PCNs that opened in FY2018/19, the earliest year of implementation, are expected to reach full implementation at the end of FY2022/23.

Leads for different models of care (including health authorities, divisions of family practice, first nations, and clinic leads) are given significant flexibility around the timing of recruitment in their community.

The majority of PCNs start by staffing up their administrative resources and then recruiting care teams with a combination of providers including FPs, Nurse Practitioners (NPs), Nurses and nursing occupations including registered nurses, licensed practical nurses, community health workers, etc., Allied Health Professionals including social workers, physiotherapists, dietitians, etc., clinical pharmacists, Indigenous health providers: including elders, traditional healers, and patient navigators).

These recruitment figures do not capture the many other care providers recruited to communities outside of PCN, UPCC, FN-PCI, NP-PCC, and CHC service plans.

PCNs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical		Recruitment Comments
	4-Yr	FTEs	% Progress	4-Yr	Actual	Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health		4-Yr	Actual	
						4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual			
Year 4 PCNS (~100% Year End Target)																		
Burnaby	64.5	41.5	64%	9.0	5.0	10.0	5.0	11.6	9.5	24.9	17.0	3.0	0.00	-	-	6.0	5.0	Clinical recruitment rate is a reflection of ongoing revisions to community plans and securing new clinic space for Burnaby Edmonds and Metrotown CHCs. There is recent demand for FP New to Practice (NTP) contracts since incentives were announced, so more FP recruitment anticipated over next several months.
Comox Valley	18.0	16.5	92%	1.2	1.2	1.0	1.0	4.8	4.4	6.0	6.0	1.0	1.0	2.0	2.0	2.0	0.9	
Fraser Northwest	79.1	72.6	92%	12.0	12.1	12.0	11.0	36.6	34.4	5.0	4.6	4.0	1.0	1.5	1.5	8.0	8.0	
Kootenay Boundary	34.8	30.0	86%	1.0	1.0	6.5	5.5	7.0	7.0	15.8	14.0	1.0	1.0	1.5	1.5	2.0	0.0	
Prince George	31.7	22.7	72%	1.0	0.0	1.0	0.0	9.2	0.0	17.0	19.3	1.0	1.0	0.5	0.4	2.0	2.0	Turnover, recruitment, and retention challenges have impacted PCN staffing compliments for PG. Active recruitment of FPs in progress.
Richmond	72.7	49.5	68%	29.0	8.5	11.9	7.0	5.8	5.0	16.0	20.0	3.0	3.0	-	-	7.0	6.0	Exploring interest in NTP contracts with recent announcement of new incentives. Work on NP integration, change management underway.
Ridge Meadows	26.4	23.9	91%	5.0	3.0	3.4	3.4	3.5	3.5	10.0	10.0	2.0	2.0	0.5	0.0	2.0	2.0	FPs recruitment efforts are ongoing. Exploring interest in NTP incentives contracts with recent announcement of new incentives.
South Okanagan Similkameen	24.0	24.0	100%	-	-	9.5	9.5	3.0	3.0	7.9	7.9	1.0	1.0	0.6	0.6	2.0	2.0	Original Service Plan, see Year 2 PCNs for Growth Plan
Vancouver	191.0	137.7	72%	44.9	22.5	36.9	35.5	39.2	24.7	47.0	35.0	6.0	3.0	5.0	5.0	12.0	12.0	The Vancouver PCN community includes 2 PCNs in Year 4 of implementation (City Centre and South) and 4 PCNs in Year 3 of implementation (Centre North; Northeast; Westside; and Midtown) – combined here for reporting as many resources are co-located at PCN hubs in the Three Bridges Health Centre (PCNs 1-3) or the George Pearson Centre

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PCNs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical		Recruitment Comments
	4-Yr	FTEs	% Progress	4-Yr	Actual	Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health		4-Yr	Actual	
						4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual			
																		(PCNs 4-6). Recruitment efforts ongoing, interest in NTP incentive contracts being explored. AHP close to fully hired.
Year 3 PCNS (~70% Year End Target)																		
Central Interior Rural	35.0	6.8	19%	4.0	0.0	4.8	2.8	4.7	0.0	15.5	3.0	1.0	0.0	3.0	1.0	2.0	0.0	Rurality is causing overall delays in hiring. Ongoing engagement with First Nation communities and a soon to be open FN-PCC in Williams Lake are expected to increase recruitment for FPs.
Central Okanagan	78.5	32.3	41%	4.0	0.0	6.9	3.8	42.6	16.8	17.0	9.7	2.0	2.0	-	-	6.0	0.0	Focus of COK PCN has been on establishing a number of new clinics and securing locum coverage to meet FP retirements. As a result, net new recruitment has been delayed. Recruitment projected to improve with creation of the new clinics.
Chilliwack and Fraser Health Rural	73.4	21.6	29%	9.0	3.0	13.9	3.5	17.7	2.0	23.5	6.1	3.0	0.0	0.3	1.0	6.0	6.0	Revised recruitment strategy underway for RNs in practice and clinical pharmacists. Impacts on retention include practitioner-specific issues, such as data sharing and private practice agreements. Next wave of hires will be reflected in future reporting.
Cowichan Valley	40.2	27.3	68%	8.0	1.3	5.0	4.0	9.2	7.0	13.0	10.0	1.0	1.0	1.0	1.0	3.0	3.0	Traditional Wellness Mentors' program is under review.
East Kootenay	57.9	21.3	37%	6.1	1.8	2.0	1.0	19.8	6.6	24.0	7.9	1.0	1.0	3.0	3.0	2.0	0.0	Two NTP requests are planned for approval August 2022, and recruitment efforts towards both FPs and other clinical staff continues.
Mission	21.5	11.4	53%	7.6	2.0	2.4	2.4	3.5	3.0	4.0	1.0	1.0	1.0	1.0	0.0	2.0	2.0	Recruitment efforts are ongoing. Recently, physician departures have impacted overall recruitment status as physician replacement is being prioritised.
North Shore	48.5	28.2	58%	17.5	4.0	1.0	2.5	12.5	8.2	4.0	4.0	3.0	2.0	3.0	0.0	7.5	7.5	
Oceanside	25.8	19.3	75%	3.5	1.0	7.0	6.0	6.9	6.9	3.0	2.0	1.0	1.0	2.0	0.0	2.4	2.4	
Saanich Peninsula	42.1	21.6	51%	10.7	4.6	3.0	2.0	15.9	6.0	8.0	6.0	1.0	1.0	1.5	0.0	2.0	2.0	PCN is on track for where the hiring for FY2022/23 is scheduled to be. The overall number of approved FTEs was recently increased (for FY2022/23) so the denominator for hiring is higher than it was at the onset of their implementation plan.
Western Communities	48.5	36.1	74%	14.4	14.3	9.0	7.0	10.8	6.0	8.0	4.0	1.0	1.0	1.5	0.0	3.8	3.8	

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PCNs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
	4-Yr	FTEs	% Progress	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	
White Rock South Surrey	32.5	16.2	50%	3.2	1.2			17.3	6.0	9.0	6.0	1.0	1.0	-	-	2.0	2.0	
Year 2 PCNS (~45% Year End Target)																		
Nanaimo	49.5	11.5	23%	9.5	1.5	3.0	1.0	11.5	2.0	15.5	3.0	2.0	0.0	4.0	0.0	4.0	4.0	Interest in NTP contracts in the area. Challenges with hiring NPs under contract. Planning to request NP as a HA employed position to enhance recruitment. Planned recruitment drive for AHPs in fall, 2022 when AHP FTES are projected to increase.
North Peace	14.6	6.3	36%	2.0	2.0	1.0	0.0	4.6	2.3	3.0	0.0	1.0	0.0	-	-	2.0	2.0	
Northern Interior Rural	31.0	17.3	56%	2.0	1.5	2.0	0.6	10.5	8.2	11.5	2.0	1.0	1.0	-	-	4.0	4.0	
South Okanagan Similkameen (Growth Plan) ⁴	18.2	0.8	4%	2.4	0.0	3.0	0.0	2.9	0.0	8.5	0.0	-	-	1.4	0.8	-	-	
Victoria	102.3	31.4	31%	10.0	6.0	14.0	1.0	32.2	8.9	26.1	5.5	4.0	4.0	8.0	0.0	8.0	6.0	Initial focus on FP hires is on track. Recruitment efforts are continuing through summer 2022 and it is expected that there will be noticeable hiring increases through the next 2-3 periods of 2022. PCN to continue AHP hiring efforts in FY2022/23.
Year 1 PCNS (~20% Year End Target)																		
Surrey-North Delta	139.0	2.0	1%	16.0	0.0	18.0	0.0	26.2	0.0	61.0	0.0	4.8	0.0	1.0	0.0	12.0	2.0	Service plan approved as of April 1, 2022; recruitment underway.
Total - PCNs	1,400.7	729.8	N/A ⁵	236.8	97.5	191.3	115.5	373.6	181.4	394.2	204.0	48.8	29.0	42.3	17.8	113.7	84.6	

⁴ The growth plan is an extension of the existing South Okanagan Similkameen PCN

⁵ Overall percentage progress not an appropriate measure as PCNs have individual targets based on their year of implementation.

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CHCs, FN-PCIs, and NP-PCCs: Recruitment Progress by Region & Site

CHCs, FN-PCIs, and NP-PCCs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Fraser																		
Axis Primary Care Clinic NP-PCC	10.3	10.0	97%	-	-	6.0	6.0	2.3	2.0	2.0	2.0	-	-	-	-	-	-	Recruitment progress is now updated to reflect recent hires.
Umbrella Co-Op CHC ⁶	14.4	9.5	66%	0.8	0.7	1.5	1.5	2.5	2.5	8.5	3.7	-	-	-	-	1.1	1.1	
Vancouver Coastal																		
Lu'ma Medical Clinic FN-PCI ⁶	13.3	9.4	71%	3.2	1.4	0.8	0.4	2.5	2.5	3.3	2.1	-	-	3.5	3.0	-	-	Recruitment for two additional physicians is in progress. Space constraints and capacity for orientation have slowed the pace of hiring.
RISE CHC ⁶	16.8	13.6	81%	2.0	0.5	2.3	2.3	4.0	4.0	7.0	6.3	0.5	0.5	-	-	1.0	0.0	
Remaining physician positions are in active recruitment and pending interviews.																		
Vancouver Island																		
Health Care on Yates NP-PCC	10.3	9.8	95%	-	-	6.0	6.0	2.3	1.8	2.0	2.0	-	-	-	-	-	-	Focused effort on NP recruitment and filling RN vacancies.
Island Sexual Health CHC ¹¹	16.6	13.8	83%	6.0	5.8	2.9	2.0	4.5	2.8	2.0	2.0	-	-	-	-	1.2	1.2	
Luther Court Society CHC ^{11,7}	12.3	9.4	76%	2.0	1.0	2.5	2.5	4.0	2.1	2.6	2.6	-	-	-	-	1.2	1.2	Early implementation. Ongoing recruitment effort for other clinical hires.
Nexus Primary Care Clinic NP-PCC	10.3	10.4	101%	0.5	1.0	5.5	5.4	2.3	2.0	2.0	2.0	-	-	-	-	-	-	
Westshore Pacific Centre CHC ¹¹	20.4	17.2	84%	6.3	6.3	3.0	3.0	4.9	2.9	4.0	2.8	-	-	1.0	1.0	1.2	1.2	Early implementation. Ongoing recruitment effort for other clinical hires.
Total – CHCs, FN-PCIs, and NP-PCCs	124.7	103.1	-	20.8	16.7	30.5	29.1	29.3	22.6	33.4	25.5	0.5	0.5	4.5	4.0	5.7	4.7	

⁶ Reporting quarterly; next update to FTEs will be provided on the P3/P6/P9/P12 reports

⁷ Phased opening starting March 2022; permanent site opening August 2022.

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Urgent and Primary Care Centres: Recruitment Progress by Region & Site

Many UPCCs use large casual pools, locums, and other staffing arrangements to provide full coverage for their extended hours of operation where regular (full- and part-time) staff have not yet been recruited.

UPCCs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health		
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Fraser																
Abbotsford	20.0	13.2	66%	5.9	1.5	4.1	2.5	6.0	5.2	3.0	4.0	1.0	0.0	-	-	Vacant positions include NP, pharmacist and 3.4 FPs. Physician recruitment is actively being focused on.
Burnaby Edmonds	9.1	8.5	93%	1.3	1.3	-	-	2.4	3.6	5.4	3.6	-	-	-	-	
North Surrey-Whalley	17.0	17.5	103%	3.9	3.9	2.2	3.1	7.9	7.9	2.0	2.0	1.0	0.6	-	-	The additional FTE is a 1.0 MOA hire funded by FHA from a previous program
Port Moody	6.9	6.9	100%	2.8	2.8	-	-	4.1	4.1	-	-	-	-	-	-	Final funding letter was issued July 28, 2022; clinical hires reflect those at the temporary site and will increase once permanent site is operational.
Ridge Meadows	10.4	8.9	86%	2.6	2.1	2.0	2.0	3.8	3.8	2.0	1.0	-	-	-	-	Urgent care resources only; longitudinal is included in Ridge Meadows’ PCN.
Surrey Newton	18.4	15.7	85%	5.0	4.4	4.4	2.6	6.0	5.7	2.0	2.0	1.0	1.0	-	-	Vacancy of 0.3 FTE physician is offset by a 0.5FTE longitudinal physician on site. The 1.36FTE open positions for NP comprised of 2 maternity leaves where temporary positions have not been able to be filled.
Interior																
Castlegar	8.5	5.2	61%	FFS ⁸	-	-	-	3.2	2.2	5.3	3.0	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Cranbrook	12.5	12.1	97%	FFS ⁸	-	-	-	5.0	5.0	7.5	7.1	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Kamloops	15.4	11.3	73%	3.3	3.3	2.0	1.0	4.8	4.0	5.3	3.0	-	-	-	-	UPCC is a phased opening which became operational, Dec. 12, 2021, and involved the completion of tenant improvements. The 0.0 FTE FP reflects the number of FP FTEs approved in December 2021 and will be revised based on discussions underway. Increased capacity is planned, 5.60 FTE FP are proposed for the Cranbrook UPCC; recruitment is already underway.
Kelowna	25.1	21.2	84%	5.3	5.2	2.7	2.6	9.9	8.0	7.2	5.4	-	-	-	-	Kamloops has hired 3.3 of 3.3 FPs, 0.0 of 2.0 NPs, and 3.0 of 5.3 AHPs. RN FTEs are fully staffed.
Penticton	10.9	8.2	75%	FFS ⁸	-	2.0	2.0	5.9	3.2	3.0	3.0	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Vernon	21.3	18.4	86%	2.3	2.3	5.5	5.2	8.1	7.2	5.4	3.7	-	-	-	-	
West Kelowna	20.2	17.9	89%	1.4	1.4	3.0	3.0	7.0	7.0	7.8	6.5	1.0	0.0	-	-	
Northern																
Prince George	6.7	5.6	84%	FFS ⁸	-	1.2	1.2	1.8	1.8	3.7	2.6	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Quesnel	7.1	5.5	77%	1.0	1.0	1.5	0.5	3.0	3.0	1.6	1.0	-	-	-	-	NP, MHSU and LPN positions are in transition i.e. hired but not yet working full hours.
Vancouver Coastal																
City Centre	13.6	13.6	100%	3.0	3.0	0.6	0.6	10.0	10.0	-	-	-	-	-	-	UPCC services are being fully executed at 13.6 FTE. Funding letter addendum to be updated to reflect 13.6 FTEs required for full operations. Reporting biannually (next report to be submitted in late October 2022).
North Vancouver	15.0	15.8	105%	4.1	4.3	1.7	3.4	7.2	6.9	2.0	1.2	-	-	-	-	Hiring accurate at time of reporting (May 26, 2022) but figures may change when first biannual report for 2022/23 is received. Reporting biannually (next report to be submitted in late October 2022).

⁸ FP services are provided through fee for service and are not reflected in this report as FTEs.

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UPCCs	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health		
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Northeast	21.0	15.2	72%	5.0	2.5	4.4	2.8	6.0	8.4	5.6	1.5	-	-	-	-	An additional 8.79 FTEs for longitudinal services will be added later in 2022/23. Hiring target will be adjusted as further resources are added as longitudinal services are brought into operation.
REACH	15.9	14.8	93%	2.8	1.7	3.1	3.1	8.0	8.0	1.5	1.5	0.5	0.5	-	-	Reporting biannually (next report to be submitted in late October 2022).
Richmond	14.6	14.6	100%	3.8	3.8	1.7	1.7	8.5	8.5	0.6	0.6	-	-	-	-	Urgent care to start, longitudinal to follow later in 2022/23. An additional 14.1 FTEs for longitudinal services will be added later in 2022/23. Hiring target will be adjusted as further resources are added as longitudinal services are brought into operation.
Southeast	15.8	15.8	100%	2.5	2.5	3.0	3.0	9.3	9.3	1.0	1.0	-	-	-	-	Urgent care to start, longitudinal to follow later in 2022/23. An additional 8.9 FTEs for longitudinal services will be added later in 2022/23. Hiring target will be adjusted as further resources are added as longitudinal services are brought into operation.
Vancouver Island																
Downtown Victoria	36.7	24.1	66%	11.6	7.8	2.3	0.0	17.1	13.1	5.7	3.2	-	-	-	-	An additional 1.4 FTE FP have been hired with start dates in the coming months. RNs and other staff hired in ratio to number of FPs/NPs hired so as to create balanced teams. Service will continue to expand as the site stabilizes and as MRP recruitment allows.
Esquimalt	25.4	15.5	61%	8.5	2.9	0.9	0.0	10.7	8.1	5.3	4.5	-	-	-	-	RNs and other staff hired in ratio to number of FPs/NPs hired so as to create balanced teams. Opened at permanent site in the last 6 months. Service will continue to expand as the site stabilizes and as MRP recruitment allows.
James Bay	20.7	7.4	36%	5.0	2.5	3.3	0.0	10.1	3.9	2.3	1.0	-	-	-	-	2.5 FTE FP hired out of 9.94 MRP FTEs approved, due to FP departures in 2021. Additional 1.5 FTE FP signed on to start between June and September. Remaining vacancies are RNs and allied health. RNs and other staff hired in ratio to number of FPs/NPs hired so as to create balanced teams.
Nanaimo	10.3	7.3	71%	FFS ⁹	-	-	-	3.4	1.5	5.7	4.6	1.2	1.2	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
North Quadra	21.9	13.4	61%	9.7	3.9	1.0	0.8	8.2	6.2	3.0	2.5			-	-	3.9 FTE FP and 0.9 FTE NP hired out of 10.9 FTE MRP approved. Remaining vacancies are RNs and allied health. RNs and other staff hired in ratio to number of FPs/NPs hired to create balanced teams.
Westshore	19.8	17.8	90%	7.2	6.1	1.2	1.0	5.8	5.8	5.4	4.7	0.2	0.2	-	-	Remaining vacancies predominantly RNs. In active recruitment.
Total – UPCCs	440.2	351.4	80%	98.0	70.2	53.8	42.1	183.2	161.4	99.3	74.2	5.9	3.5	-	-	

⁹ FP services are provided through fee for service and are not reflected in this report as FTEs.

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Primary Care Workforce Report: FY22/23 P3 (May 27 to June 23, 2022)

The Results Management Office branch, within the Primary Care Division

Compiled: October 03, 2022

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Contextual Information

DATA IN THIS REPORT REFLECT APPROVAL AND RECRUITMENT INFORMATION SUBMITTED TO THE MINISTRY OF HEALTH ON JUNE 23, 2022, AND THEREFORE ARE SUBJECT TO CHANGE DEPENDENT ON ANY RETROSPECTIVE ADJUSTMENTS TO REPORTING SUBMITTED TO THE MINISTRY.

Source Data: Data in this report was submitted using manually submitted financial period tracking templates and is not independently audited by the Ministry. Manually submitted data through the ministry's webform has been used to cross-check any variations in hiring data. Supplementary information was obtained from PCNs where variance explanations were required. The requirement for reporting to the Ministry is laid out in Schedule Two of the Annual Funding Letter Agreement.

Targets and Expectations: The recruitment targets identified in this report represent full-implementation totals for the initiatives, including Primary Care Networks (PCNs), Urgent and Primary Care Centres (UPCCs), Nurse Practitioner-led Primary Care Clinics (NPPCCs), First Nations-led Primary Care Initiatives (FNPCIs) and Community Health Centres (CHCs).

Data Analysis: As this is a high-level overview report, most data have been rounded to exclude decimals beyond the first decimal place meaning the grand total may appear different than the sum of the rows (e.g., 0.22 rounds to 0.2 but $3 * 0.22 = 0.66$, which rounds to 0.7). Note that the grand totals are calculated using the non-rounded figures and are correct. Baseline approved FTEs have been updated from previous reports to reflect FY2022/23 Funding Transfer Agreements and any approved Change Requests and are accurate as of June 23, 2022.

Data Key: Dashes (-) indicate where no resources have been approved. Zeroes (0.0) indicate that no hires have been made to-date.

Expectations: PCNs have 4-year service plans, and as such are not expected to be at 100% recruitment until the end of year 4 of implementation. For example, the first wave of PCNs is targeting 100% recruitment at the end of FY22/23 (March 31, 2023). PCNs receive approximately 20% of funding in Year 1, 45% in Year 2, 70% in Year 3, and 100% in Year 4. PCNs implemented mid-year will have a staggered start to funding and therefore may not achieve their partial recruitment targets within a fiscal year. UPCCs and other initiatives receive full funding immediately, though some are implemented in a phased manner over time.

Footnotes: While this report summarizes data from several different primary care initiatives, there are important contextual considerations. **These important data notes are captured in numbered footnotes.**

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Provincial Overview: Recruitment Across All Initiatives

As of Period 3 of FY22/23 (May 27 to June 23, 2022), 1,210 FTEs have been recruited and deployed to approximately 260 clinics and regional hubs across all provincial primary care initiatives:

442 FTEs hired across **22 Primary Care Networks (PCNs) in Year 4 of implementation.**¹

240 FTEs hired across **17 PCNs in Year 3 of implementation.**

68 FTEs hired across **14 PCNs in Year 2 of implementation.**

2 FTEs hired across **6 PCNs in Year 1 of implementation.**

63 FTEs hired across **6 Community Health Centres (CHCs).**

9 FTEs hired by **1 First Nations Primary Care Initiative (FN-PCI).**

31 FTEs hired across **3 Nurse Practitioner Led Primary Care Clinics (NP-PCCs).**

355 FTEs hired across **27 Urgent and Primary Care Centres (UPCCs).**

Provincial Overview: Approved & Actual Recruitment by Initiative

Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
Year 4 PCNs (~100% Target for Year End Based on Funding Formula)			
Burnaby	64.6	42.5	66%
Comox Valley	18.0	15.6	87%
Fraser Northwest	78.1	69.8	89%
Kootenay Boundary	34.8	30.0	86%
Prince George	31.7	23.7	75%
Richmond	72.7	46.5	64%
Ridge Meadows	36.4	30.1	83%
South Okanagan Similkameen (Original Service Plan)	24.0	24.0	100%
Vancouver	191.0	159.9	84%
Year 3 PCNs (~70% Target for Year End Based on Funding Formula)			
Central Interior Rural	35.0	7.8	22%
Central Okanagan	78.5	34.0	43%
Chilliwack & Fraser Health Rural	76.1	21.6	28%
Cowichan Valley	40.2	27.3	68%
East Kootenay	56.9	22.7	40%
Mission	21.5	11.6	54%
North Shore	71.0	21.8	31%
Oceanside	25.4	18.9	74%
Saanich Peninsula	42.1	21.6	51%
Western Communities	46.7	36.1	77%
White Rock South Surrey	32.5	16.2	50%
Year 2 PCNs (~45% Target for Year End Based on Funding Formula)			
Nanaimo	49.5	11.5	23%

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Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
North Peace	13.6	6.3	46%
Northern Interior Rural	31.0	17.4	56%
South Okanagan Similkameen (Growth Plan) ¹	18.2	1.4	8%
Victoria	102.3	31.9	31%
Year 1 PCNs (~20% Target for Year End Based on Funding Formula)			
Surrey-North Delta (Note: very early in implementation)	139.0	2.0	1%
Community Health Centres (CHCs)			
Island Sexual Health	16.4	13.8	84%
Luther Court Society ²	12.1	9.4	78%
RISE	16.8	13.6	81%
Umbrella Co-Op	14.3	8.8	61%
Westshore Pacific Centre	20.2	17.2	85%
First Nations Primary Care Initiatives (FN-PCIs)			
Lu'ma Medical Clinic	13.4	9.4	70%
Nurse Practitioner-led Primary Care Centres (NP-PCCs)			
Axis Primary Care Clinic	10.3	10.0	97%
Health Care on Yates	10.3	10.3	100%
Nexus Primary Care Clinic	10.3	10.4	101%
Urgent and Primary Care Centres (UPCCs)			
Abbotsford	20.0	13.2	66%
Burnaby Edmonds	9.7	9.7	100%
Castlegar	8.5	5.7	67%
City Centre (Vancouver)	16.3	15.1	93%
Cranbrook	12.5	12.3	98%
Downtown Victoria	36.7	24.1	66%
Esquimalt	25.4	20.1	79%
James Bay	20.7	9.4	45%
Kamloops	15.5	10.3	66%
Kelowna	25.1	21.2	85%
Nanaimo	10.3	7.3	71%
North Quadra	21.9	13.9	63%
North Surrey-Whalley	17.0	16.3	96%
North Vancouver	14.9	13.9	93%
Northeast (Vancouver)	15.6	15.6	100%
Penticton	10.9	8.2	75%
Port Moody	6.9	5.6	81%
Prince George	6.6	6.6	100%
Quesnel	7.1	5.6	80%
REACH	15.9	15.0	95%

¹ The growth plan is an extension of the existing South Okanagan Similkameen PCN

² Phased opening starting March 2022; permanent site opening August 2022.

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Name (PCNs by year of implementation)	Total FTEs Approved	Total Recruited	
	Total Approved	FTEs	% Progress
Richmond	19.6	17.1	87%
Ridge Meadows	9.2	8.2	89%
Southeast	15.4	15.4	100%
Surrey Newton	18.5	14.6	79%
Vernon	20.2	18.7	93%
West Kelowna	17.8	13.7	77%
Westshore	19.8	17.8	90%

	Total FTEs Approved	Total FTEs Recruited
Grand Total	1,993	1,210

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Primary Care Networks (PCNs): Recruitment Progress by Year of Implementation & Community

PCNs receive funding from the Ministry of Health to implement their service plan over an initial four-year period, with a proportion of funding allocated each year until full implementation at the end of year four. PCN partners, including Family Physicians (FPs), Divisions of Family Practice, health authorities, First Nations, and other local organizations, prioritize which new clinical resources to recruit each fiscal year of the plan within the available funding. PCNs are not expected to be 100% hired until they have been in implementation for four full years. The PCNs that opened in FY2018/19, the earliest year of implementation, are expected to reach full implementation at the end of FY2022/23.

Leads for different models of care are given significant flexibility around the timing of recruitment in their community.

The majority of PCNs start by staffing up their administrative resources and then recruiting care teams with a combination of providers including FPs, Nurse Practitioners (NPs), Nurses and nursing occupations including registered nurses, licensed practical nurses, community health workers, etc., Allied Health Professionals including social workers, physiotherapists, dietitians, etc., clinical pharmacists, Indigenous health providers: including elders, traditional healers, and patient navigators).

These recruitment figures do not capture other care providers recruited to communities outside of PCN, UPCC, FN-PCI, NP-PCC, and CHC service plans.

Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments	
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health					
	4-Yr	FTEs	% Progress	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual		
Year 4 PCNS (~100% Target for Year-End based on Funding Formula)																			
Burnaby	64.6	42.5	66%	9.0	5.0	10.0	6.0	11.7	3.5	24.9	19.0	3.0	3.0	-	-	6.0	6.0	Clinical recruitment rate reflects ongoing revisions to community plans and securing new clinic space for Burnaby Edmonds and Metrotown CHCs. There is recent demand for FP New to Practice (NTP) contracts since incentives were announced, which is anticipated to increase FP hiring.	
Comox Valley	18.0	15.6	87%	1.2	1.2	1.0	1.0	4.8	4.4	6.0	6.0	1.0	1.0	2.0	2.0	2.0	0.0	Non-Clinical positions reduced by 0.9 FTEs from P2 due to gradual attrition.	
Fraser Northwest	78.1	69.8	89%	12.0	12.0	12.0	12.0	36.6	32.2	5.0	5.0	4.0	1.0	1.5	1.5	7.0	6.1	Forecasting to be hired at 100% FTE full complement by the end of this FY. Non-Clinical FTEs were reduced by 1.0 FTE to reflect fiscal year hiring target adjustments.	
Kootenay Boundary	34.8	30.0	86%	1.0	1.0	6.5	5.5	7.0	6.0	15.8	15.0	1.0	1.0	1.5	1.5	2.0	0.0		
Prince George	31.7	23.7	75%	1.0	0.0	1.0	1.0	9.2	9.2	17.0	10.1	1.0	1.0	0.5	0.4	2.0	2.0	Active recruitment of FPs in progress.	
Richmond	72.7	46.5	64%	29.0	8.5	11.9	7.0	5.8	5.0	16.0	17.0	3.0	3.0	-	-	7.0	6.0	Changing leadership slowed recruitment but now seeing an upswing with clinicians exploring interest in NTP incentives. Work on NP integration, change management underway. Reduction in 3.0 AHP FTEs from P2 due to staffing adjustments with the opening of Richmond's UPCC permanent site.	
Ridge Meadows	36.4	30.1	83%	8.8	4.0	6.5	5.5	4.6	4.6	10.0	10.0	2.0	2.0	0.5	0.0	4.0	4.0	FPs recruitment efforts are ongoing. Exploring interest in NTP contracts with recent announcement of new incentives. Baseline FTEs adjusted to include longitudinal care resources from Ridge Meadows UPCC.	
South Okanagan Similkameen (Original Service Plan)	24.0	24.0	100%	-	-	9.5	9.5	3.0	3.0	7.9	7.9	1.0	1.0	0.6	0.6	2.0	2.0	Original Service Plan, see Year 2 PCNs for Growth Plan	
Vancouver	191.0	159.9	84%	44.9	38.0	36.9	36.5	39.2	15.4	47.0	46.2	6.0	6.0	5.0	5.8	12.0	12.0	The Vancouver PCN community includes 2 PCNs in Year 4 of implementation (City Centre and South) and 4 PCNs in Year 3 of implementation (Centre North; Northeast; Westside; and Midtown) – combined here for reporting as many resources are co-located at PCN hubs in the Three Bridges Health Centre (PCNs 1-3) or the George Pearson Centre (PCNs 4-6). Recruitment efforts ongoing, interest in NTP incentive contracts being explored. AHP close to fully hired.	
Year 3 PCNS (~70% Target for Year-End based on Funding Formula)																			
Central Interior Rural	35.0	7.8	22%	4.0	0.0	4.8	2.8	4.7	0.0	15.5	3.0	1.0	1.0	3.0	1.0	2.0	0.0	Rurality is causing overall delays in hiring. Ongoing enagement with First Nation communities and a soon to be	

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Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
	4-Yr	FTEs	% Progress	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	
																		open FN-PCC in Williams Lake are expected to increase recruitment for FPs.
Central Okanagan	78.5	34.0	43%	4.0	0.0	6.9	3.8	42.6	18.5	17.0	9.7	2.0	2.0	-	-	6.0	0.0	Focus of COK PCN has been on establishing a number of new clinics and securing locum coverage to meet FP retirements. As a result, net new recruitment has been delayed. Recruitment projected to improve with creation of the new clinics.
Chilliwack and Fraser Health Rural	76.1	21.6	28%	9.0	3.0	13.9	5.6	17.7	1.0	23.5	5.0	3.0	0.0	3.0	1.0	6.0	6.0	Revised recruitment strategy underway for RNs in practice and clinical pharmacists. Impacts on retention include practitioner-specific issues, such as data sharing and private practice agreements. Next wave of hires will be reflected in future reporting. Traditional Wellness Mentors' program is under review. Baseline was increased by 2.7 FTEs to reflect fiscal year hiring target adjustments.
Cowichan Valley	40.2	27.3	68%	8.0	1.3	5.0	4.0	9.2	7.0	13.0	10.0	1.0	1.0	1.0	1.0	3.0	3.0	Cowichan PCN is actively recruiting FPs and RNs and are very close to hiring the 3.0 FTE approved Social Programming Officers. The PCN has had great success to date recruiting and retaining NPs. The PCN is very close to hiring the remaining 1.0 FTE NP for the Attachment Clinic.
East Kootenay	56.9	22.7	40%	6.1	1.8	2.0	1.0	19.8	6.4	23.0	9.5	1.0	1.0	3.0	3.0	2.0	0.0	Two NTP requests are planned for approval August 2022, and recruitment efforts towards both FPs and other clinical staff continues. Recruitment efforts are ongoing. Recently, physician departures have impacted overall recruitment status as physician replacement is being prioritised. Baseline was reduced by 1.0 FTE to reflect fiscal year hiring target adjustments.
Mission	21.5	11.6	54%	7.6	1.8	2.4	2.8	3.5	2.0	4.0	3.0	1.0	0.0	1.0	0.0	2.0	2.0	
North Shore	71.0	21.8	31%	17.5	4.0	1.0	2.5	23.0	5.3	17.5	6.7	3.0	2.0	3.0	1.3	6.0	0.0	The recruitment coordinator position has been vacant, soon to be filled. An upswing is expected in response to NPs and NTP incentives. Limited supply and high demand for registered nurses and social workers across the health sector is reflected in the hiring data. Baseline was increased by 10.5 for Nursing positions to reflect current hiring target approvals.
Oceanside	25.4	18.9	74%	3.5	1.0	7.0	6.0	6.9	6.9	3.0	2.0	1.0	1.0	2.0	0.0	2.0	2.0	Small dip in NPs since P2, but active recruitment ongoing.
Saanich Peninsula	42.1	21.6	51%	10.7	4.6	3.0	2.0	15.9	6.0	8.0	6.0	1.0	1.0	1.5	0.0	2.0	2.0	PCN is on track for where the hiring for FY2022/23 is scheduled to be. The overall number of approved FTEs was recently increased (for FY2022/23) with the revised target for hiring higher than it was at the onset of their implementation plan.
Western Communities	46.7	36.1	77%	14.4	14.3	9.0	7.0	10.8	7.8	8.0	4.0	1.0	1.0	1.5	0.0	2.0	2.0	Baseline FTEs were adjusted from P2 to reflect PCN approvals. Self-reported and confirmed with PCN Manager.
White Rock South Surrey	32.5	16.2	50%	3.2	1.2	-	-	17.3	6.0	9.0	6.0	1.0	1.0	-	-	2.0	2.0	
Year 2 PCNS (~45% Target for Year-End based on Funding Formula)																		
Nanaimo	49.5	11.5	23%	9.5	1.5	3.0	1.0	11.5	2.0	15.5	3.0	2.0	0.0	4.0	0.0	4.0	4.0	Interest in NTP contracts in the area. Planning to request NP as a HA employed position to enhance recruitment. Planned recruitment drive for AHPs in Fall 2022 when AHP FTEs are projected to increase.
North Peace	13.6	6.3	46%	2.0	2.0	1.0	0.0	4.6	2.3	3.0	0.0	1.0	0.0	-	-	2.0	2.0	Baseline FTEs were reduced by 1.0 FTE from the totals for P2 to maintain accuracy with current hiring target approvals.
Northern Interior Rural	31.0	17.4	56%	2.0	1.5	2.0	0.6	10.5	7.3	11.5	3.0	1.0	1.0	-	-	4.0	4.0	
South Okanagan Similkameen Growth Plan	18.2	1.4	8%	2.4	0.0	3.0	0.0	2.9	0.0	8.5	0.0	-	-	1.4	1.4	-	-	

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Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
						4-Yr	FTEs	% Progress	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	Actual	4-Yr	
Victoria	102.3	31.9	31%	10.0	7.5	14.0	1.0	32.2	8.9	26.1	5.5	4.0	4.0	8.0	0.0	8.0	5.0	Initial focus on FP hires is on track. Recruitment efforts are continuing through summer 2022 and it is expected that there will be noticeable hiring increases through the next 2-3 periods of 2022. PCN to continue AHP hiring efforts in FY2022/23.
Year 1 PCNS (~20% Target for Year-End based on Funding Formula)																		
Surrey-North Delta	139.0	2.0	1%	16.0	0.0	18.0	0.0	26.2	0.0	61.0	0.0	4.8	0.0	1.0	0.0	12.0	2.0	Service plan approved as of April 1, 2022; recruitment underway.
Total - PCNs	1,430.8	752.2	-	236.8	115.0	191.3	124.0	381.1	170.7	416.7	212.5	50.8	35.0	45.0	20.5	109.0	74.1	

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Community Health Centres (CHCs): Recruitment Progress by Region & Site

Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Fraser																		
Umbrella Co-Op	14.3	8.8	61%	1.0	0.6	1.3	0.5	2.5	0.0	8.5	6.7	-	-	-	-	1.0	1.0	Recruitment challenges with NP vacancy (0.8 FTE). CHC plans to increase current NP hours to fulfill FTE. Remaining FP, RN and AHP recruitment delayed due to Exec Director departure, limiting HR capacity.
Vancouver Coastal																		
RISE	16.8	13.6	81%	2.2	0.5	2.3	2.3	4.0	4.0	6.8	6.3	0.5	0.5	-	-	1.0	0.0	Space constraints and capacity for orientation have slowed the pace of hiring. Remaining physician positions are in active recruitment and pending interviews.
Vancouver Island																		
Island Sexual Health	16.4	13.8	84%	6.2	5.8	2.9	2.0	4.3	3.0	2.0	2.0	-	-	-	-	1.0	1.0	Focused effort on NP recruitment and filling RN vacancies. Baseline was decreased by 0.2 FTEs to reflect current hiring target approvals.
Luther Court Society	12.1	9.4	78%	2.2	1.4	2.5	2.5	4.0	2.1	2.4	2.4	-	-	-	-	1.0	1.0	Early implementation. Ongoing recruitment effort for other clinical hires.
Westshore Pacific Centre	20.2	17.2	85%	6.5	6.3	3.0	3.0	4.7	2.9	4.0	4.0	-	-	1.0	0.0	1.0	1.0	Early implementation. Ongoing recruitment effort for other clinical hires. Baseline was decreased by 0.2 FTEs to reflect current hiring target approvals.
Total - CHCs	79.8	62.8	-	18.1	14.6	12.0	10.3	19.5	12.0	23.7	21.4	0.5	0.5	1.0	0.0	5.0	4.0	

First Nations-led Primary Care Initiatives (FNPCIs): Recruitment Progress by Region & Site

Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
		FTEs	% Progress	Approved	Actual	Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
						Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Vancouver Coastal																		
Lu'ma Medical Clinic	13.4	9.4	70%	3.2	1.4	0.8	0.4	2.5	2.5	3.4	2.1	-	-	3.5	3.0	-	-	Recruitment for two additional physicians is in progress.
Total - FN-PCIs	13.4	9.4	-	3.2	1.4	0.8	0.4	2.5	2.5	3.4	2.1	-	-	3.5	3.0	-	-	

Nurse Practitioner-led Primary Care Clinics (NPPCCs): Recruitment Progress by Region & Site

Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
Fraser																		
Axis Primary Care Clinic	10.3	10.0	97%	-	-	6.0	6.0	2.3	2.0	2.0	2.0	-	-	-	-	-	-	
Vancouver Island																		
Health Care on Yates	10.3	10.3	100%	-	-	6.0	6.0	2.3	2.3	2.0	2.0	-	-	-	-	-	-	
Nexus Primary Care Clinic	10.3	10.4	101%	0.5	1.0	5.5	5.4	2.3	2.0	2.0	2.0	-	-	-	-	-	-	
Total - NP-PCCs	30.9	30.7	-	0.5	1.0	17.5	17.4	6.9	6.3	6.0	6.0	-	-	-	-	-	-	

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Urgent and Primary Care Centres: Recruitment Progress by Region & Site

Many UPCCs use large casual pools, locums, and other staffing arrangements to provide full coverage for their extended hours of operation where regular (full- and part-time) staff have not yet been recruited.

Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
		FTEs	% Progress	Approved	Actual	Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health		Approved	Actual	
						Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual			
Fraser																		
Abbotsford	20.0	13.2	66%	5.9	2.0	4.1	1.9	6.0	5.3	3.0	4.0	1.0	0.0	-	-	-	-	Ongoing physician recruitment for 3.91 FTE vacant FP (1.2 FTE FP expected to be hired for P4), and ongoing NP recruitment for 2.2 FTE.
Edmonds	9.7	9.7	100%	1.3	1.3	-	-	4.5	4.5	3.9	3.9	-	-	-	-	-	-	No recruitment issues. UPCC has consistently filled 100% of physician shifts. Baseline updated to align with current hiring target approvals
North Surrey-Whalley	17.0	16.3	96%	3.9	3.9	2.2	2.2	7.9	7.6	2.0	2.0	1.0	0.6	-	-	-	-	Recruiting remaining 0.4 FTE of 1.0 pharmacist's position. FPs funded through a previous program has been removed since P2.
Port Moody	6.9	5.6	81%	5.1	2.3	5.6	0.0	11.7	3.3	3.1	0.0	-	-	-	-	-	-	Total approved resources for Phase 1 are 6.9 FTEs. Phase Two UPCC approval letter issued July 28, 2022, for additional FTEs. Future reporting will include Phase Two additional resources.
Ridge Meadows	9.2	8.2	89%	2.6	2.6	-	-	2.7	2.7	3.9	2.9	-	-	-	-	-	-	Urgent care resources only; longitudinal is included in Ridge Meadows' PCN. Baseline updated to align with current hiring target approvals and reflect longitudinal PCN resources (these are counted under PCN for this period, and moving forward)
Surrey Newton	18.5	14.6	79%	5.0	4.1	4.4	2.6	6.0	4.9	2.0	2.0	1.0	1.0	-	-	-	-	Recruiting for vacant nursing and FP positions.
Interior																		
Castlegar	8.5	5.7	67%	FFS	-	-	-	3.2	2.7	5.3	3.0	-	-	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Cranbrook	12.5	12.3	98%	FFS	-	-	-	5.0	5.0	7.5	7.3	-	-	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs. Baseline updated to align with current hiring target approvals—P3 baselines required adjustment due to HA data for P2.
Kamloops	15.5	10.3	66%	3.3	3.3	2.0	0.0	4.8	4.0	5.3	3.0	-	-	-	-	-	-	On track with hiring forecast for FY2022/23. Vacancies from P2 due to hiring turnover. FTEs are being actively recruited with a focus on NPs for the coming months.
Kelowna	25.1	21.2	85%	5.3	5.2	2.7	2.6	9.9	8.0	7.2	5.4	-	-	-	-	-	-	
Penticton	10.9	8.2	75%	FFS	-	2.0	2.0	5.9	3.2	3.0	3.0	-	-	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Vernon	20.2	18.7	93%	2.3	2.6	4.4	5.2	8.1	7.2	5.4	3.7	-	-	-	-	-	-	Baseline updated to align with current hiring target approvals—P3 baselines required adjustment to ensure longitudinal services are counted within PCN. The total FTEs approved have been modified to reflect FTE resources that are being funded through the Health Authority directly and not through PCN funding. Recruitment efforts are ongoing.
West Kelowna	17.8	13.7	77%	1.4	1.4	2.2	3.0	5.4	4.5	7.8	4.8	1.0	0.0	-	-	-	-	
Northern																		
Prince George	6.6	6.6	100%	FFS	-	1.2	1.2	1.8	1.8	3.6	3.6	-	-	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
Quesnel	7.1	5.6	80%	1.0	1.0	1.5	0.6	3.0	3.0	1.6	1.0	-	-	-	-	-	-	
Vancouver Coastal																		
City Centre	16.3	15.1	93%	3.0	3.0	3.3	2.1	10.0	10.0	-	-	-	-	-	-	-	-	
North Vancouver	14.9	13.9	93%	4.1	4.1	1.7	1.7	7.1	6.9	2.0	1.2	-	-	-	-	-	-	Utilizing other funding sources for nurse practitioner pool due to high demand for this resource.
Northeast	15.6	15.6	100%	3.2	3.2	3.1	3.1	7.6	7.6	1.7	1.7	-	-	-	-	-	-	Urgent care to start, longitudinal to follow later in 2022/23. Hiring target will be adjusted as further resources are added. Baseline updated to align with current hiring target approvals—P3 baselines required adjustment due to reliance on HA self-reported data for P2.
REACH	15.9	15.0	95%	2.8	2.5	3.1	3.1	7.9	7.9	1.5	1.0	0.5	0.5	-	-	-	-	
Richmond	19.6	17.1	87%	6.1	4.0	3.1	2.7	7.5	7.5	2.9	2.9	-	-	-	-	-	-	Urgent care to start, longitudinal to follow later in 2022/23. Hiring target will be adjusted as further resources are added. Baseline updated to align with

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Name	Total FTEs Approved	Total Recruited		Physician		Other Clinical										Non-Clinical (excl. Overhead and Change Mgmt.)		Recruitment Comments
						Nurse Practitioner		Nursing		Allied Health		Pharmacist		Indigenous Health				
		FTEs	% Progress	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	
																		current hiring target approvals—P3 baselines required adjustment due to reliance on HA self-reported data for P2.
Southeast	15.4	15.4	100%	3.0	3.0	3.1	3.1	7.6	7.6	1.7	1.7	-	-	-	-	-	-	Urgent care to start, longitudinal to follow later in 2022/23. Hiring target will be adjusted as further resources are added.
Vancouver Island																		
Downtown Victoria	36.7	24.1	66%	11.6	7.6	2.3	0.0	17.1	13.1	5.7	3.4	-	-	-	-	-	-	RNs and other staff hired in ratios to number of FPs/NPs hired so as to create balanced teams. Service will continue to expand as MRP recruitment allows.
Esquimalt	25.4	20.1	79%	8.5	6.8	0.9	0.0	10.7	8.8	5.3	4.5	-	-	-	-	-	-	RNs and other staff hired in ratio to number of FPs/NPs hired so as to create balanced teams. Opened at permanent site for just over 6 months. Longitudinal care services began in May 2022 and services will continue to expand as MRP recruitment allows. FP hiring is also on track.
James Bay	20.7	9.4	45%	5.0	2.6	3.3	0.0	10.1	5.8	2.3	1.0	-	-	-	-	-	-	Additional 1.4 FTE FP signed on to start between June and September – these will be reflected in future reports. Remaining vacancies are RNs and allied health. RNs and other staff hired in ratio to number of FPs/NPs hired so as to create balanced teams.
Nanaimo	10.3	7.3	71%	FFS	-	-	-	3.4	1.5	5.7	4.6	1.2	1.2	-	-	-	-	FP services are provided through fee for service and are not reflected in this report as FTEs.
North Quadra	21.9	13.9	63%	9.7	2.2	1.0	0.8	8.2	8.2	3.0	2.7	-	-	-	-	-	-	Remaining vacancies are predominantly FPs. In active recruitment
Westshore	19.8	17.8	90%	7.2	6.1	1.2	1.0	5.8	5.8	5.4	4.7	0.2	0.2	-	-	-	-	Remaining vacancies predominantly RNs. In active recruitment.
Total - UPCCs	438.0	354.6	-	101.4	74.8	58.5	39.0	188.7	158.3	101.7	79.1	5.9	3.5	-	-	-	-	