



Medical Leadership Restructure News

Issue 1: October 21, 2025

Dear colleagues,

As you are aware, we are gearing up to implement the Medical Leadership Restructure in early 2026. Work in this space is evolving quickly, with frequent updates to relay to medical leaders and medical staff. **To facilitate awareness and promote process transparency, we are launching a dedicated newsletter—*Medical Leadership Restructure News*.**

This newsletter will be distributed as required to ensure that you are kept informed as work progresses. Via the newsletter, you can learn about upcoming information sessions regarding the restructure and its impacts, key dates and milestones, and opportunities to contribute. **We have created a [Slido](#) for your restructure-related questions** and we will publish answers in subsequent newsletter issues.

Thank you for your patience and collaboration as we work towards a new medical leadership structure that provides better medical leadership clarity, cohesion, and alignment.

With gratitude,

Michelle

Dr. Michelle Weizel,

Associate Vice President Medicine & Deputy Chief Medical Officer



Why Restructure?

Medical staff told us that the current approach to medical leadership structure, compensation, and support within Island Health did not meet the existing and future needs of both medical staff and Island Health. Medical staff identified critical areas for improvement, including:

Ensuring Role clarity and fostering effective co-leadership.

- We are launching revised job descriptions so medical leaders are clear on what their responsibilities are and what a typical day on the job looks like.

Strengthening governance and decision-making structures.

- Local leadership has been clarified and there is now a single point of contact (Site Chief).
- Each medical staff member now belongs to one department.
- There are clearly defined direct and secondary reporting lines.

Creating clear, transparent processes for FTE allocation and compensation.

- We are doing everything we can to ensure transparent, fair, and appropriate compensation for Medical Leaders.
- We have developed a workload funding model to ensure consistency and transparency of FTE allocation. The model, developed in consultation with Medical Leaders, considers the number of reports, number of members, workload and other important aspects of the role.
- FTE information will be included in the revised job descriptions offered to you under the new model.

Improving supports for effective onboarding and leadership development.

- We have completed a full review of current medical leadership onboarding processes.
- Medical staff onboarding has been collected in one place and posted on the medical staff website: [Medical Staff Onboarding | Medical Staff](#).
- We will be extending our Navigating Leadership Onboarding sessions to all medical leaders, covering topics including contracts and compensation, patient safety, etc.
- More improvements are underway, under the leadership of Dr. Sarah Lea, Medical Director, Education, Onboarding & Leadership Development.

Contract Transitions

All Medical Leader contracts were provided a 90-day notice to initiate transition to the Medical Leadership Restructure. In November/December, new contracts will become available, and your direct Leader will have a 1:1 conversation with you to discuss your individual transition plan. We are looking forward to welcoming many Medical Leaders in the new structure in January, with minimal interruption of leadership continuity.

The contract terminations were a required legal step because any contractual changes, including changes to the role description, require notice to be served. We are sorry that this letter came as a surprise to some. We are committed to process transparency and will do our best to anticipate medical leader questions and needs going forward.

For the majority of contracts, direct transition or expedited recruitment will be emphasized during the restructuring period. Please contact your direct leader for more information.

Full Time Equivalent (FTEs)

Understandably, this is a priority topic that medical leaders want to hear about.

FTEs are being assessed based on the expected workload of individual roles, considering a variety of factors that drive workload. 'Like' roles will be assessed using the same criteria, e.g., all Site Chiefs will be assessed using the same criteria.

FTE allocations will be communicated via your direct leader and will be included in the revised job descriptions.

Upcoming Changes, Medical Staff Rules

Changes to the Medical Staff rules are being proposed for the Board's consideration, on advice of HAMAC, to reflect the changes to the organization of medical staff, via the revised department structure. In keeping with Island Health's commitment under the MOU on Regional and Local engagement, these proposed changes will be presented to medical staff for consultation before presentation to HAMAC for recommendation to the Board.

Restructure Information Opportunities

- **In October, we will be hosting two information sessions for current and aspiring medical leaders to learn more about the new Site Chief and Division Head roles** in the new structure.
 - Tuesday, October 28 (4:30–5:30 pm)
 - Thursday, October 30 (7:00–8:00 am)

Current Medical Leaders will receive a direct MS Outlook invite, please accept only one of the sessions. If you are a medical staff member who would like to learn more, please register [HERE](#).

- **We will be holding a Medical Staff Forum on November 27th** to discuss the medical leadership restructure. An invite was sent to all medical staff on October 14th. If you did not receive an invite, please email the Medical Staff Communications team [HERE](#).
- **Early next year, we will be extending our Navigating Leadership Onboarding sessions to all medical leaders.** Topics include: *Onboarding Foundations, Recruitment, Retention & HR Planning, Patient Safety & Quality (PSLS & PCQO), Credentialing & Privileging, Contracts & Compensation, and Enhanced Medical Staff Support (EMSS).*

Medical Staff Engagement is Crucial

- Spread the word! Please share this newsletter with your colleagues, team members, and reports. On-going medical staff engagement is a key indicator of successful implementation.
- **[Use Slido](#) for you restructure-related questions.** We will publish answers in subsequent newsletter issues. Please reserve questions about personal circumstances for your direct leader.

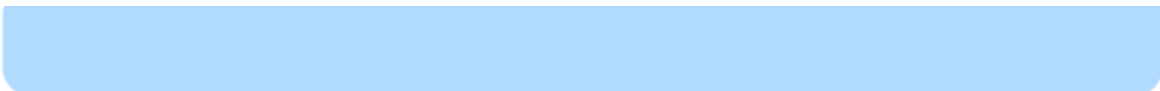
Resources & Links

- [Medical Leadership Restructure pages](#) on the medical staff website.
- Leadership [Points of Contact](#) for medical staff.
- September 9th [Medical Staff Forum presentation deck](#) re: Medical Leadership Restructure.
- Medical Leadership Restructure [FAQ sheet](#).
- [September 2024 memo](#) from Dr. Ben Williams introducing the Medical Leadership Restructure work.
- [July 2025 restructure update memo](#) from Dr. Michelle Weizel to medical leaders.
- Medical Leadership Recruitment site—coming soon!

Project Contacts

Questions or comments? Please reach out to the project co-leads:

[Sarah Taylor](#), Director, Office of VP Medicine, Quality, Research & CMO; and [Bob Parker](#), Director, Special Projects.



[Medical & Academic Affairs](#) | [Medical Leadership Strategy webpages](#)

