



AT A GLANCE

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Dear Medical Leaders,

I am writing to share an update regarding our new medical leadership structure, which will formally launch on March 1. Until that time, all roles, responsibilities, and reporting relationships will remain status quo.

Over the coming weeks, leaders who are being offered roles within the new structure should confirm their decision by replying directly to your assigned leader. Please ensure that the contract is signed and returned as part of this confirmation process. More information on how to locate contracts in your inbox is provided below.

We are committed to supporting a smooth transition and will be providing resources and onboarding sessions to help leaders become situated in their roles. This edition of the newsletter focuses on our acute care sites, outlining the leadership structure as it pertains to specific operational and clinical matters, and clarifying the responsibilities of key roles, including the Site Chief. Upcoming editions will highlight our regional programs—such as Diagnostic Imaging, Mental Health, and Laboratory Medicine—followed by an overview of our community-based structure. As a reminder, the Medical Staff website and intranet resources page continue to provide the most current and comprehensive information.

Thank you for your continued leadership and engagement as we move forward together.
Sincerely,

Dr. Michelle Weizel
Associate Vice President Medicine & Deputy Chief Medical Officer

Welcome New Medical Leaders

We would like to thank medical leaders who are continuing on in leadership at Island Health, and for those stepping into new leadership roles, for their willingness to lead at this important time.

We appreciate your patience and understanding throughout the recruitment process, and we are grateful for your ongoing commitment to supporting and strengthening medical leadership across the organization. Your expertise and steady guidance are essential as we continue to advance patient care for the communities we serve. Thank you for your continued service.

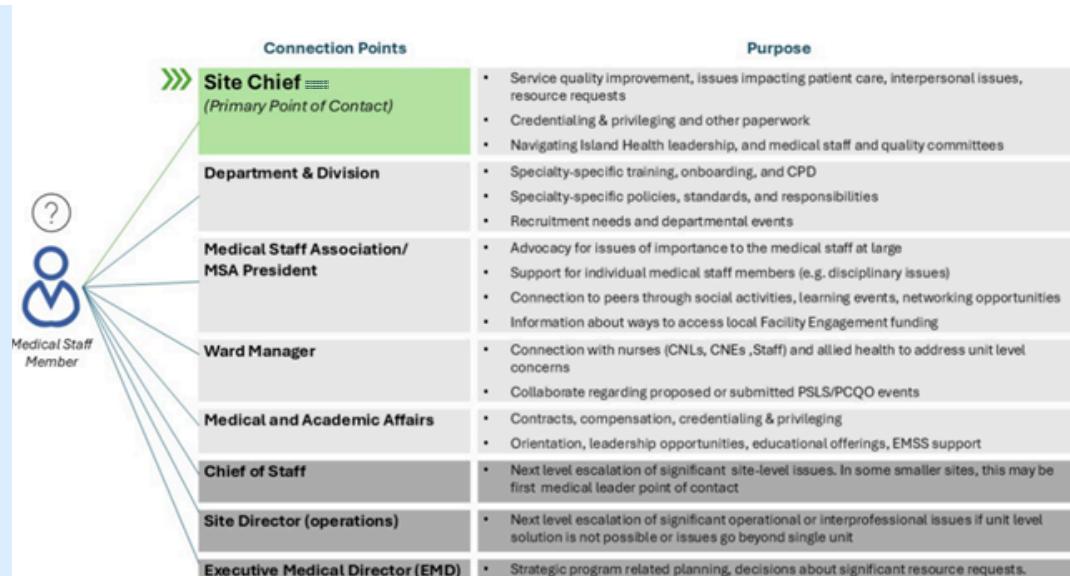
We will be announcing new leaders over the coming weeks through refreshed organizational charts that will be available on the Medical Staff website. Additionally, individual medical leaders will be announcing new medical leaders within their portfolio.

What is Actually Changing with the New Structure?

- 1. One Medical Staff Member = One Department.** Medical staff members belong to one Department only, based on their primary college and training. Medical staff may still belong to multiple Divisions.
- 2. Leadership roles combine governance, quality and operations.** Chiefs of Staff, Department Heads, Division Heads, and Section Heads positions absorb operational responsibilities for the affiliated programs, where applicable.
- 3. Chiefs of Staff and new Site Chief role play a bigger role in operational decisions and providing local support.** Site Chief is a new key role that oversees a local service/unit and represents the department at the site. Site Chiefs report to the Chief of Staff and to the Department Head.
- 4. All Departmental roles (Department Head, Division Head, Section Head, and Practice Lead) are regional and Island Health-wide and are represented by a single job description and set of accountabilities.**

Who do I go to when I need help or something isn't working?

Your local Site Chief is your first point of contact when you need to raise an issue or get support. The Site Chief will help connect with the appropriate leaders or escalate the issue to other leaders at the appropriate forums.



What is a Site Chief?

At each acute site, clinical services are led by Site Chiefs (e.g., Site Chief, Emergency or Site Chief, Medicine). A **Site Chief is a senior physician leader responsible for the quality, safety, and day-to-day functioning of their service.** They work closely with their Ward/ Unit Manager and are directly connected to the Chief of Staff and the relevant Division and Department Heads. This makes the Site Chief a key point of connection between medical staff, the site at large, and the broader leadership system. A Site Chief can help resolve local issues, escalate issues as needed and ensure that the service is heard at the right forums.

A Site Chief is often the first place to go when something isn't working and needs attention beyond the unit or team level — and the person best positioned to help move it forward.

For Hospital and Inpatient Sites

Current State:



- local operations
- quality improvement
- local credentialing and privileging
- local recruitment
- human resources/ conflict resolution

Future State:



The operational and governance leader for a service at a site.
Supported by Division Heads & Department Heads on C&P, recruitment, and planning.

What Hasn't Changed in the New Structure?

- The Chief of Staff remains the most senior site-level leader.
- Department Head remains the most senior departmental leader, setting Island-wide practice standards and overseeing departmental quality of care, strategic planning, privileging and professional development.

Recruitment Update

All Community Medical Leader and Medical Director positions will be circulated this week. Open medical leadership opportunities can be found on the [Medical Leadership Recruitment site](#).

Acceptance of Medical Leadership Contracts

Please find below some key steps to help physicians navigate the contract signing process:

- To accept or decline a medical leader contract, physicians need to log into their Island Health email.
- Then, please look for an email from 'Physician Contracts'. It will have a subject line that starts with "Action required: Contract PAXXXXXX DVH-04-14 & supporting document".
- This email provides clear instructions on how to formally accept a medical leadership contract on the Notarius/consignO e-signature platform.
- Once in Notarius/consignO, click on "Apply" which indicates acceptance and signature.
- No further action is needed, unless there is a text field asking for a GST# .
- For more detail on the contract signing process, please visit this [FAQ](#).

How are We Helping to Situate New Medical Leaders?

The medical leadership restructuring presents an important opportunity to strengthen onboarding supports for new medical leaders. To ensure a smooth and well-supported transition, all new medical leaders will receive an initial welcome package that includes:

- An introduction to their local MSA President(s)
- Departmental education schedules
- An invitation to the six-session Navigation Island Health virtual onboarding series
- A comprehensive onboarding manual with practical information to support navigation within Island Health
- Quarterly check-ins to provide ongoing support and connection

What's next for Long Term Care?

This month, we will initiate the discovery phase for Long-Term Care, with a focus on clarifying roles, decision-making accountability, payment models, and key differences between ISLH and non-ISLH environments.

In late February, we will present a proposed future-state design aimed at strengthening alignment and integration across the Long-Term Care division. This design will aim to support a more cohesive leadership structure and clearer operating model. The new Long-Term Care model is planned to go live on April 1, 2026.

Helpful Resources and Links.

- [Site Structures](#)
- [Quick Reference Guide](#)
- [Medical Leadership Restructure pages](#),
- [Resources, med staff site](#)
- [FAQ Hospitalists FAQ](#)
- Leadership [Points of Contact](#) for medical staff
- Medical Leadership Restructure [FAQ sheet](#)
- [Memos](#)
- [Communication and Engagement Report](#)

Key Contacts

If you have questions regarding the new medical leadership restructure, please contact

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