



# Providence Health Care

How you want to be treated.

## Providence Health Care (PHC) Medical Staff Orientation Program:

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# *Medical Staff Orientation Manual*

## Medical Affairs

*Prepared by Medical Affairs, PHC  
in collaboration with Leaders and Staff from across the Organization*

*Please refer to the PHC Medical Staff website for copies of important documents such  
as PHC Medical Staff Rules, Bylaws, and Medical-Staff-related policies*  
<http://phcmedicalstaff.ca>

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# Overview of PHC Medical Staff Orientation Program

## **Purpose**

PHC Medical Staff Orientation Program was rolled-out in December 2007 with the following objectives in mind:

- Welcome and greet new Medical Staff who have joined the organization, making them feel supported and welcome
- Standardize the Medical Staff orientation process across the organization and in so doing, ensure that new Medical Staff have the pre-requisite information necessary to succeed during their transition to a new organization
- Streamline the information gathering exercise that new Medical Staff go through as they transition to PHC by providing them with tools and venues for receiving information about PHC and how we do business

## **Target Audience**

This program is targeted to all new Medical Staff.

## **Strategies**

The Medical Staff Orientation Program is comprised of the following elements:

- Medical Staff Orientation Manual
- Medical Staff Orientation Workshop. This Workshop will be held every three (3) months, in conjunction with the Quarterly Medical Staff meeting

While we hope the Medical Staff Orientation Program will provide an adequate amount of information for new Medical Staff in order that they may transition smoothly to a new organization, the Orientation Program is not meant to be comprehensive and all-encompassing with respect to the quantity of information. Medical Staff orientation is a shared responsibility among Medical Affairs at PHC and the various Departments and Clinical Programs of PHC. The home Department and Clinical Program of new Medical Staff will provide new Medical Staff with information that is specific to the Department and Program (e.g., pagers) and information relating to care processes and related procedures (e.g., admitting, scheduling surgeries, etc.). As well, new Medical Staff are encouraged to review the New Staff Orientation Manual, a copy of which is also available on the Medical Affairs intranet website.

## **Orientation Policy**

For new Medical Staff to function effectively within PHC, the importance of orientating them to [PHC's Mission, Vision, Values](#), seven year strategic directions and foundational principles, internal and external governance, operations, and HR policies warrants mandatory participation in a broad based orientation program. As such, the Medical Advisory Committee (MAC) endorsed the following motion:

*“Before a Provisional Medical Staff member can be appointed to Active Staff, he/she must first attend and participate in the Medical Staff Orientation Workshop.”*

## **Evaluation**

The Medical Staff Orientation Workshop, as well as the Medical Staff Orientation Manual, will be evaluated by new Medical Staff, staff and leaders from across the organization.

## Welcome Message from the Vice President, Medical Affairs

Dear new Medical Staff member:

Welcome to the Medical Staff of PHC! You have made an important decision in joining our medical team, one we believe that will benefit you as a practitioner as much as we expect your clinical, teaching and research contributions will benefit our patients, residents and staff. PHC is the largest faith-based health care organization in Canada, providing a broad spectrum of care and service to patients with diverse medical needs spanning all age groups. We are a health facility that not only provides primary and secondary care to our populations of emphasis and communities of need; we are also a highly-regarded Academic Health Science Centre providing cutting-edge tertiary and quaternary services that make us provincial, national and international leaders in many areas of endeavour and discovery.



As a key leader in the UBC-affiliated teaching hospital system, we are proud of our faculty's contribution to the development of tomorrow's health professionals, teachers and scientists. We value our commitment to outstanding academic leadership. On many fronts, our staff are changing the breadth and scope of medical practice, whether it be through the translation of molecular research into clinical applications, innovative technological advancement, or high-impact clinical trials and population-based research. Our goal is to be leaders and major players in the delivery of community and academic health care in the province of BC and beyond. In the process, we are committed to performance improvement, patient safety, and patient-centred care. We believe we will achieve our vision by focussing our time, attention and resources on five key strategies: achieving excellence in clinical care and service, living our Mission every day, attracting and retaining the best people, supporting research and new knowledge integration and achieving strategic growth.

PHC is all about "*how you want to be treated*", whether you are a patient, family member, or member of our medical and support staff. We ask that you keep this principle at the forefront as you integrate your practice within the PHC community. We are a big organization comprised of three acute-care sites and multiple residential-care facilities. Understanding our complexities, how we work together and what our role is within the Region and the University can be daunting at first; hence, the reason for this Medical Staff Orientation Package and program. In addition, our team in the Medical Affairs Department are here to help. Please call on us, and welcome to PHC!

Sincerely,

Dr. Ron Carere  
Vice President, Medical Affairs  
PHC

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## PHC's Provincial and Regional Roles

As a result of various important partnerships, PHC has grown to include nine (9) sites and facilities, including: acute care hospitals; residential care facilities; hospice care and rehabilitation care; and administrative sites. These partnerships enable PHC to serve patients and residents from across British Columbia. With a \$742 million annual budget, PHC receives operating funding through Vancouver Coastal Health (VCH) for our regional programs and the Provincial Health Services Authority (PHSA) for our provincial programs. The St. Paul's Hospital Foundation provides further support for priority capital, equipment and programmatic needs.

### ***Regional Programs***

In 2010-2011, PHC had 24% of all acute inpatient discharges in the Vancouver Coastal Health Region. PHC also provides a comprehensive Elder Care Program that includes 691 residential and complex care beds. Specialized regional services include the following:

- Full range of diagnostic imaging including MRI, CT scan, ultrasound
- District Trauma Centre
- Maternity Services for medically high-risk mothers who require specialized and integrated medical and surgical care
- Community Hemodialysis Clinics
- Mental Health and Addictions
- Palliative Care
- Asthma, diabetes and specialized surgical services

Recently, PHC, BC Children's Hospital & Sunny Hill Health Centre for Children and BC Women's Hospital & Health Centre formally entered into a partnership agreement relating to the care of newborns at SPH. Pediatric care through the SPH Emergency Department will be considered in the near future.

### ***Provincial Programs***

In addition to regional services, PHC is home to various provincial programs that include the following:

**Heart Centre:** The Heart Centre at PHC is BC's most comprehensive referral centre for patients with heart disease, a major teaching facility for cardiac professionals, and a leader in investigating heart disease causes and treatments. Basic and clinical research is conducted in affiliation with UBC. The program's activities include all cardiac diagnostic modalities and leading programs in coronary intervention, transplantation, heart surgery and electrophysiology.



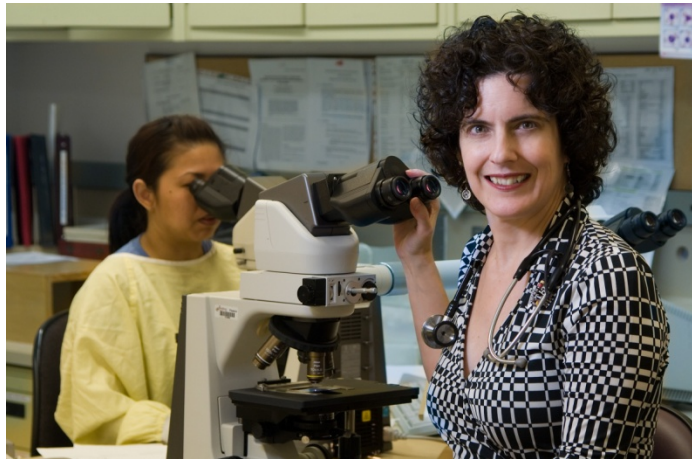
**BC Centre for Excellence in HIV/AIDS:** PHC is a leading care provider, innovator and teaching and research organization in the fight against HIV/AIDS. Physicians and staff at SPH deliver 75% of all HIV/AIDS care in British Columbia. SPH provides 11% of all in-hospital care for HIV/AIDS in Canada, giving it the largest caseload of any hospital in the country. The Centre for Excellence housed at SPH is Canada's largest HIV/AIDS research and treatment facility.



**Renal Program:** PHC has the largest Renal Program in BC, providing comprehensive in-patient and ambulatory care services for people with chronic kidney disease, end-stage renal disease, transplantation and dialysis. This program is the largest kidney treatment, research and education program in BC. The BC Renal Agency is also located in SPH.

Other provincial programs include:

- Adult eating disorders
- Adult cystic fibrosis
- Breast reconstruction
- Cochlear implants
- Colorectal and endocrine surgery
- Hemophilia program
- Pain management
- Scleroderma Clinic
- Sino-nasal surgery



## Role of Medical Affairs

### **What Do We Do?**

The Medical Affairs team at PHC oversees the activities described below as they relate to PHC's Medical Staff:

- Support Department and Division Heads recruit and retain Medical Staff
- Recruit and retain Medical Staff for leadership roles
- Medical Staff Human Resource planning
- Contract management and compensation (e.g., service, administrative stipend, clinical/academic, sessional, assigned Fee-For-Service, hospitalist, medical/on-call availability, diagnostic) (i.e., all non-Fee-For-Service remuneration)
- Professional and personal development, as well as performance evaluation
- Medical Staff leadership support
- Engagement in decision-making and planning processes
- External relations and reporting (e.g., BC Medical Association, Ministry of Health, VCH)
- Medical Staff conduct and behaviour
- Quality-of-care
- Medical Advisory Committee (MAC) and sub-committee support
- Enabling activities
  - Creating transparent governance frameworks
  - Policy development

### **Who Can I Contact for Assistance?**

<b>MEDICAL AFFAIRS LEADERSHIP</b>	
<p><b>Dr. Ron Carere</b>            Vice President, Medical Affairs            Phone: 604-806-8465 (c/o Paula Hicks)            E-mail: <a href="mailto:rcarere@providencehealth.bc.ca">rcarere@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Medical Staff professional practice</li> <li>▪ Medical Staff privileges, appointment and reappointment</li> <li>▪ Department Head and Physician Program Director recruitment and retention</li> <li>▪ Physician leadership</li> <li>▪ Quality of medical care</li> <li>▪ Medical Staff conduct and behaviour</li> </ul>	<p><b>Dr. Janet Kow</b>            Vice President, Quality &amp; Safety            Phone: 604-806-8940 (c/o Kamila Kalsi)            E-mail: <a href="mailto:jkow@providencehealth.bc.ca">jkow@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Patient and family-centred care</li> <li>▪ Quality and safety of care</li> <li>▪ Clinical operational leadership</li> </ul>

<p><b>TBD</b>  PHC Senior Medical Director  Phone: 604-806-8465 (c/o Paula Hicks)  E-mail:</p>	<p><b>TBD</b>  PHC Senior Medical Director  Phone: 604-806-8940 (c/o Kamila Kalsi)  E-mail:</p>
<p><b>Monique Radlein</b>  Executive Director, Medical Affairs  Phone: 604-806-9370  E-mail: <a href="mailto:mradlein@providencehealth.bc.ca">mradlein@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Inter- and intra-Departmental relations</li> <li>▪ Medical Advisory Committee (MAC)</li> <li>▪ Medical Education</li> <li>▪ Physician negotiations</li> <li>▪ External relations</li> <li>▪ Financial oversight</li> <li>▪ Emergency Preparedness</li> </ul>	<p><b>Dr. Mathew Klas</b>  Director of Medical Education  Phone: (604) 806-8027  <a href="mailto:MKlas@providencehealth.bc.ca">MKlas@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Leadership and support of Faculty of Medicine training programs across PHC</li> <li>▪ Operational transition to the Royal College Competency By Design training programs at PHC</li> <li>▪ Oversight and Simulation training and the integration of trainees into PHCs</li> <li>▪ Redevelopment and Clinical and Systems Transformation work</li> </ul>
<p><b>Karim Rajwani</b>  Leader, Medical Affairs  Phone: (604) 806-9983  E-mail: <a href="mailto:krajwani@providencehealth.bc.ca">krajwani@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Clinical Service Contract management/implementation</li> <li>▪ Sessional program oversight</li> <li>▪ MOCAP program oversight</li> <li>▪ Financial oversight and analysis</li> <li>▪ Stipends for Medical Staff leadership roles</li> <li>▪ Inter- and intra-Departmental relations</li> <li>▪ External relations</li> </ul>	<p><b>TBD</b>  Leader, Medical Affairs  Phone:  E-mail:</p> <ul style="list-style-type: none"> <li>▪ Contract development, negotiations and management</li> <li>▪ Physician negotiations</li> <li>▪ Human health resources planning</li> </ul>
<b>MEDICAL AFFAIRS STAFF</b>	
<p><b>Winnie Chen</b>  Business Analyst, Medical Affairs  Phone: (604) 806-9906  E-mail: <a href="mailto:wchen13@providencehealth.bc.ca">wchen13@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Medical Staff contracts support including payments for contracted services</li> <li>▪ Data integration and data visualization</li> </ul>	<p><b>Dragan Lesovski</b>  Business Analyst, Medical Affairs  Phone: (604) 806-9904  E-mail: <a href="mailto:dlesovski@providencehealth.bc.ca">dlesovski@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Medical Staff contracts support including payments for contracted services</li> <li>▪ Data integration and data visualization</li> </ul>

<p><b>Tee Kow</b> Analyst, Physician Compensation, Medical Affairs Phone: 604-682-2344, Ext. 63440 E-mail: <a href="mailto:tkow@providencehealth.bc.ca">tkow@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Sessional Program support</li> <li>▪ MOCAP Program support</li> <li>▪ MSA Support</li> </ul>	<p><b>Susan Brauer</b> Credentialing Coordinator, Medical Affairs Phone: 604-806-9262 E-mail: <a href="mailto:CredentialingCoordinator@vch.ca">CredentialingCoordinator@vch.ca</a> <a href="mailto:sbrauer@providencehealth.bc.ca">sbrauer@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Oversees Credentialing &amp; Privileging of PHC Medical Staff</li> <li>▪ Coordinates re-appointment for PHC Medical Staff</li> <li>▪ Oversees Credentialing of Non-Privileged Providers</li> <li>▪ Primary contact for approvals for Medical Staff</li> <li>▪ Lead for CACTUS database</li> </ul>
<p><b>Joyce Valenzuela</b> Credentialing Assistant, Medical Affairs Phone: 604-806-9277 E-mail: <a href="mailto:CredentialingCoordinator@vch.ca">CredentialingCoordinator@vch.ca</a> <a href="mailto:jvalenzuela@providencehealth.bc.ca">jvalenzuela@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Credentialing of Medical Staff</li> <li>▪ Re-appointment process for Medical Staff</li> <li>▪ Observership and trainee position inquiries</li> </ul>	<p><b>Hoeward dela Cruz</b> Credentialing Assistant, Medical Affairs Phone: 604-682-2344 ext 63974 E-mail: <a href="mailto:mededuc@providencehealth.bc.ca">mededuc@providencehealth.bc.ca</a> <a href="mailto:Hdelacruz1@providencehealth.bc.ca">Hdelacruz1@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Credentialing Non-Privileged positions at PHC</li> </ul>
<p><b>Paula Hicks</b> Executive Assistant, Medical Affairs Phone: 604-806-8465 E-mail: <a href="mailto:phicks@providencehealth.bc.ca">phicks@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Issues related to the office of the Vice President and PHC Senior Medical Director</li> <li>▪ Departmental reviews</li> <li>▪ Search committees</li> <li>▪ Medical Advisory Committee (MAC)</li> <li>▪ MAC Executive Committee (MAEC)</li> <li>▪ Joint Executive Leadership Forum</li> <li>▪ Contract management support</li> </ul>	<p><b>Kamila Kalsi</b> Executive Assistant, Quality &amp; Safety Phone: 604-806-8940 E-mail: <a href="mailto:kkalsi@providencehealth.bc.ca">kkalsi@providencehealth.bc.ca</a></p> <ul style="list-style-type: none"> <li>▪ Issues related to the office of the Vice President and PHC Senior Medical Director</li> <li>▪ MAC Council for Excellence (MAC CfE)</li> <li>▪ Board Care, Quality &amp; Performance Improvement (CQPI)</li> <li>▪ Value Based Health Care</li> </ul>



**Vivian Tai**

Administrative Assistant and Website Coordinator,  
Medical Affairs

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- Back-up for Paula Hicks
- Administrative Assistant to Monique Radlein
- Medical Staff Website Coordinator
- Medical Education Assistant
- Admin Contact for Residents and Clinical Skills/Simulation Room bookings

## Medical Education

**Dr. Matt Klas**  
**Director, Medical Education**  
Phone: 604-806-8027  
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St. Paul's Hospital is one (1) of eleven (11) recognized University of British Columbia (UBC) Clinical Academic Campuses in British Columbia. We serve as a hospital-based UBC campus that supports clinical teaching of students and trainees, and research. Each year, PHC supports the teaching of approximately 500 medical students, residents, and fellows.

A strong and academically orientated Medical Staff, who excels in teaching and academics, is essential for ensuring that PHC fulfills its university mandate. ***To this end and according to the PHC Medical Staff Rules, an appointment to the Active Medical Staff of PHC is normally accompanied by a concurrent appointment to the appropriate Division and/or Department of the Faculty of Medicine, UBC.***

### **Recent Achievements**

PHC continues to expand its teaching activities and programs in accordance to the expansion of the UBC Medical School over the last few years. St. Paul's Hospital (SPH) has served as the principal UBC teaching site within PHC since the amalgamation of the major Catholic hospitals and health care facilities in 2000. In addition to more recently incorporating Mount St. Joseph's Hospital in regular teaching activities, St. Paul's Hospital has received funding from the Ministry of Health to complete a renovation and expansion project in four areas. House staff on-call facilities have expanded, the New Lecture Theatre in the Providence Building has been renovated and equipped with a state-of-the-art video-teleconferencing system, and we have also built two brand new videoconferencing facilities: a 68-seat Large Seminar Room and an 8-seat Small Seminar Room. A new cluster of UBC Clinical Skills Teaching Rooms opened in November 2013. The Clinical Skills Rooms (CSRs) will be used primarily by UBC Undergraduate Medical Program, and also some newly created outpatient teaching clinics. The CSR suite also includes a Simulation Room that will be widely used for student and staff education.

Residency Programs Based at PHC:

### **1. PGY 1 Program**

16 – 18 residents from nine (9) specialty programs complete a one (1)-year basic clinical year at St. Paul's Hospital and affiliated training sites. While the individual resident rotations have been individualized according to their Home Program requirements, these residents are based at St. Paul's Hospital for one (1) year. They complete rotations in the major clinical teaching services, including Medicine and Surgery and form part of the Junior Resident On-call for various services roster while at St. Paul's.

### **2. Family Practice Program - St. Paul's Site and IMG Residents**

For each of the programs, the duration is two (2) years with 12 – 18 residents in each PGY 1 and PGY 2. These residents are able to participate in many unique placements, including the care of medically and socially complicated patients from Vancouver's Downtown Eastside. The IMG Family Practice Residency Site based at St. Paul's is the first of its kind in North America.

### **3. PGY 3 Diploma Program – Emergency Medicine**

This one (1) year program is a continuation of the CCFP Residency Program and is designed to meet the needs of the physician who wishes to acquire extra skills in Emergency Medicine. Graduates of the Program are anticipated to act as leaders in Emergency Medicine with a major commitment to emergency care and teaching, regardless of where they practice. The program, though very clinically based, has a strong academic component.

### **4. Palliative Care**

The University of BC Division of Palliative Care offers a one (1) year program in Palliative Medicine, jointly accredited by the College of Family Physicians and the Royal College of Physicians & Surgeons of Canada. On completion of the program, the physician will be able to provide primary and consultant palliative care services, including the education of medical students and physicians. There will also be a solid foundation should he/she wish to pursue an academic/research career in palliative medicine.

### **The UBC International Medical Graduate Clinical Assessment Program (IMG-BC)**

PHC is the largest site in BC for clinical evaluation of IMGs and each year a group of IMGs is assessed on a variety of services such as Emergency Medicine, Family Medicine, and Geriatric Medicine. As of 2013, there are up to sixty (60) candidates assessed with view to applying to UBC IMG specific first iteration positions in family medicine and other specialties. The program office is now located in the UBC Faculty of Medicine PGME office at VGH.



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## Role of Medical Advisory Committee (MAC)

### **Background**

The MAC is the Senior Medical Administrative body for all Medical Staff in the organization. MAC reports to the Board of Directors (BOD) and the Chair of MAC attends Board meetings.

The MAC normally meets each month and functions in the following ways:

- Provides advice on all aspects of medical care to inform administrative and Board decision-making
- Provides advice to the BOD and the CEO on the quality of medical care provided within all facilities operated by PHC
- Assures the BOD and the CEO that the safety and quality of medical care in PHC facilities is continually being evaluated, and advises regularly of steps being taken to improve medical practice in PHC. This work will be conducted under the protection of Section 51 of the Evidence Act

A summary of the MAC's duties and areas of responsibility include those described below:

- Medical Administration
  - Appoints committees
  - Medical Staff Rules
  - Clinical Organization and Technologies
- Clinical Privileges
  - Recommends appointments
  - Disciplinary action
  - May require a member of the Medical Staff to Appear before MAC
- Quality of Care
  - Makes recommendations on Quality, Professional Standards, Effectiveness of Care , Adequacy of Resources
- Medical Staff Resource Planning
- Professional and Ethical Conduct
- Continuing Medical Education

### **References**

New Medical Staff are strongly encouraged to review the PHC Bylaws and Rules for more details about the role of the MAC, copies of which are available on the Medical Affairs intranet website and through the e-mail Public Folders (i.e., All Public Folders, PHC Public Folders, Medical Staff Information). The MAC minutes are available to members of the Medical Staff upon request.

### **Contacts:**

**Dr. David Albiani**  
**Chair, MAC**

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**Dr. Monica Beaulieu**  
**Vice Chair, MAC**

**Chair, MAC Council for Excellence**

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## Role of Medical Staff Association (MSA)

### **Background**

The Medical Staff refers to physicians, dentists and midwives who have been appointed to the Medical Staff, and who hold a permit to practice medicine, dentistry or midwifery in the facilities and programs operated by PHC.

The Medical Staff Association (MSA) is an elected body of the Medical Staff and functions in the following ways for the benefit of the Medical Staff:

- Serves in a voting capacity on the Medical Advisory Committee (MAC) and all other Medical Advisory sub-committees
- Brings forward any resolution passed at a meeting of the Medical Staff to the MAC and or/other sub-committees
- In the case of disciplinary action taken with respect to an individual member, Medical Staff can avail themselves of assistance from the MSA if they so choose
- Presides at meetings of the Medical Staff wherein topics of interest to physicians are discussed
- Collects dues from the Medical Staff that are used towards activities and strategies that benefit the broader Medical Staff community at PHC

### **Quarterly Medical Staff Meetings**

The Medical Staff Association and the members that it represents meet quarterly for the purpose of discussing topics of interest to Medical Staff. You will receive more information about these meetings from your Department.

*Members of the Active, Provisional and Associate Medical Staff are required to attend at least 50% of the General Staff Meetings in a calendar year. Please refer to PHC Medical Staff Rules for more information about repercussions stemming from poor attendance at these meetings (i.e., see page 56). For more information, please contact Susan Brauer at [sbrauer@providencehealth.bc.ca](mailto:sbrauer@providencehealth.bc.ca) or at 604 806-9262*

### **References**

New Medical Staff are strongly encouraged to review the PHC Bylaws and Rules for more information about the role of the Medical Staff Association (available on Medical Affairs intranet website).

### **Contacts:**

Dr. Elisabet Joa, **President**

E-mail: [EJoa2@providencehealth.bc.ca](mailto:EJoa2@providencehealth.bc.ca)

Dr. Elliott Weiss, **Vice-President**

E-mail: [EWeiss@providencehealth.bc.ca](mailto:EWeiss@providencehealth.bc.ca)

Dr. Tom Tang, **Treasurer**

E-mail: [TTang8@providencehealth.bc.ca](mailto:TTang8@providencehealth.bc.ca)

Dr. Victor Leung, **Past-President**

E-mail: [EJoa2@providencehealth.bc.ca](mailto:EJoa2@providencehealth.bc.ca)

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Dr. Emile Woo, **Member-at-Large**

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## Medical Staff Leadership Structures

At PHC, Medical Department Heads are responsible for physician human-resource planning, recruitment, retention, mentoring, monitoring of professional practice development, disciplinary matters, appointment and reappointment to the Medical Staff, inter-Departmental relations, and liaison with their University Department Head counterparts on all matters that pertain to the Department's academic mandate. Division Heads have similar responsibilities for division members, but carry these out under the aegis of the appropriate Department Head.

Physician Program Directors (PPDs) are responsible, in conjunction with Program Directors, to address systems and process issues related to care delivery for patients or residents in their respective Programs. Physician Operations Leaders (POLs) have similar responsibilities for care in a discreet portion of a Program, under the aegis of the appropriate PPD.

A simple way to think of physician leadership accountabilities is this: Department Heads and Division Heads are responsible for Medical Staff professional practice and academic affairs (i.e. they focus on the practitioner); PPDs and POLs focus on patients and residents and the processes of care delivery to those served by the Program. Both Department Heads and PPDs sit on the PHC Medical Advisory Committee (MAC).

### Department/Division Head Structure

### PHC Leaders List (Regional/Dept/Div/PPD Heads) as of 01DEC2022

Department Head Assistant	E-mail – Department Head Phone   Fax E-mail – Assistant	Divisions: Heads and Assistants	E-mail – Division Head Phone   Fax E-mail – Assistant
<b>ANESTHESIA</b>			
<b>Dr. James (Jim) Kim</b> Regional & Department Head	<a href="mailto:jimkim@providencehealth.bc.ca">jimkim@providencehealth.bc.ca</a> P: 604-806-8111 F: 604-806-8487	<b>Acute Pain</b> <b>Dr. Jill Osborn</b>	<a href="mailto:josborn@providencehealth.bc.ca">josborn@providencehealth.bc.ca</a> P: 604-682-2344 x62813
<b>Dr. Trina Montemurro</b> Assistant Head (MSJ) Charlene Perry Assistant to both Assistant and Department Heads	<a href="mailto:tmontemurro12@gmail.com">tmontemurro12@gmail.com</a> P: (c/o Charlene) <a href="mailto:anaessec@providencehealth.bc.ca">anaessec@providencehealth.bc.ca</a> P: 604-806-8337 F: 604-806-8487	<b>Cardiac Anaesthesia</b> <b>Dr. Bobby Lee</b>	<a href="mailto:blee@providencehealth.bc.ca">blee@providencehealth.bc.ca</a> P: 604-682-2344 x62813
<b>EMERGENCY MEDICINE</b>			
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