

From: Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>

Sent: 10-Jun-2025 16:42

To: Wayne Redekop <wredkop@forterie.ca>

Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>; Bassi, Harpreet <Harpreet.Bassi@niagarahealth.on.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>; Chris McQueen <CMcQueen@forterie.ca>; Alice Preston <APreston@forterie.ca>; William C. Steele <William.Steele@portcolborne.ca>; Mayor and Council <council@forterie.ca>

Subject: Re: UCC Closures

Hi Wayne (and Bill and others), I want to confirm that we spoke today and that I was able to answer some of your questions that weren't answered yesterday (e.g., the 35 number were the shifts open at UCCs had we not made the decision to do planned closures rather than ad hoc). Others had already been answered via email from Kevin Chan.

I acknowledge that you have lost confidence in Niagara Health's ability/desire to keep the UCCs open. I hope I've restored some of that confidence, but I appreciate that we each have very different jobs and accountabilities that put us at odds from time to time.

I'll re-iterate that the best way you can help is to encourage primary care providers to provide care at the Fort Erie site that includes a walk-in option for residents. We've all agreed that the real goal is an interprofessional, team-based primary care practice. In the short term though, having one or more primary care physicians and/or nurse practitioners provide primary care services at the site would provide some coverage for those days where the UCC is not open. This is what we are setting up in Port Colborne and we are ready and willing to do the same in Fort Erie.

Finally, we discussed my belief that the planned, predictable closures over the summer are better for the community than ad hoc closures at the last minute, which is where we were headed.

Thanks for the chance to clarify a few things.

Lynn

From: Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>

Sent: Tuesday, June 10, 2025 10:02 AM

To: Wayne Redekop <wredkop@forterie.ca>

Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>;

Bassi, Harpreet <Harpreet.Bassi@niagarahealth.on.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>; Chris McQueen <CMcQueen@forterie.ca>; Alice Preston <APreston@forterie.ca>; William C. Steele <William.Steele@portcolborne.ca>; Mayor and Council <council@forterie.ca>

Subject: Re: UCC Closures

Hello Wayne, I tried to call you but went to voicemail. I'll try again shortly.

Lynn

From: Wayne Redekop <wredekop@forterie.ca>

Sent: June 10, 2025 9:34 AM

To: Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>

Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>; Bassi, Harpreet <Harpreet.Bassi@niagarahealth.on.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>; Chris McQueen <CMcQueen@forterie.ca>; Alice Preston <APreston@forterie.ca>; William C. Steele <William.Steele@portcolborne.ca>; Mayor and Council <council@forterie.ca>

Subject: Re: UCC Closures

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This message originated from outside of Niagara Health

Lynn:

I have had an opportunity to reflect on yesterday's events in context of the meeting 3 weeks ago. I have also reviewed the media release put out by Niagara Health to explain the temporary closures of the FE and PC UCCs. At your request, I will provide my thoughts.

The media release states that "exhaustive efforts" were undertaken by NH to avoid these closures. Those efforts included financial incentives (to whom?), direct outreach to local physicians (which ones and when?), targeted recruitment campaigns (when?) and flexible scheduling (such as?). During our meeting yesterday it became clear that NH does not have a recruitment program, does not have an on-boarding program and does not have any in-house training program for prospective UCC physicians.

The media release states that over half of the 111 unfilled shifts at the at point were for the ED in St. Catharines, with most of the remainder being at the NF site. We were advised yesterday that about 35 of the unfilled shifts were for the UCCs. Obviously those numbers do not add up. We were also advised that the schedule for the EDs and UCCs was not published until yesterday morning and that ordinarily it would be published 2 months in advance so that doctors could populate open shifts if they were available. It is curious that NH would request that doctors provide their availability to work shifts but not publish the schedule until 3 weeks before the beginning of July. By yesterday, the decision to close the UCCs on specified dates had been made and those shifts removed from the schedule, so they couldn't be filled.

This leaves me with the unsettling feeling that the decision to close the UCCs was made at least 3 weeks ago. The meetings with Mayor Steele and me were simply public relations exercises. There was no intent to divert from that plan despite our offers to assist with recruitment. My request for information about NH's recruitment program and the number of additional ED and UCC doctors requires went unanswered.

We supported NH in its efforts to drive non-emergency patients to the UCCs. It makes sense and is good policy. We offered to assist in your recruitment efforts. In the past, I have advised that we would provide whatever help we could if you required advocacy with the provincial government. I have lost trust and confidence in NH's ability to meet the UCC needs of the residents of Fort Erie and, in truth, all of Niagara.

You have the ability to change course on these closures. You have partners willing to help. If you want to restore trust and confidence among our residents, I implore you to reconsider the decision to close the UCCs in July and August.

Wayne

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From: Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>
Sent: Monday, June 9, 2025 2:40 PM
To: William C. Steele <William.Steele@portcolborne.ca>; Wayne Redekop <wredekop@forterie.ca>
Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>; Bassi, Harpreet <Harpreet.Bassi@niagarahealth.on.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>
Subject: Re: UCC Closures

Good afternoon and thank you for your offers of support. I must remind you that the EDs are the hospital's priority but would like to hear what you are proposing to fill shifts without compromising patient safety in emerg coverage. I've just been given an update and we remain at just over 100 vacant shifts across our emergency departments throughout the summer. Please send me your thoughts so I can regroup with my team. Happy to do a call this week to discuss your ideas.

We are continuing to work with primary care leadership to try to get primary care walk-in options off the ground at the Port Colborne Site and are close, which could help with July and August. Kevin and Jenn will also speak to the FE primary care providers about a similar model once that meeting gets scheduled. This would be ideal to help provide some primary care during the days without UCC coverage.

Thanks again.
Lynn

From: Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>

Sent: June 9, 2025 12:45 PM

To: William C. Steele <William.Steele@portcolborne.ca>; Wayne Redekop <wredekop@forterie.ca>

Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>; Bassi, Harpreet <Harpreet.Bassi@niagarahealth.on.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>

Subject: Re: UCC Closures

Hello both, my apologies for not being on the call.

This is too complicated to answer immediately in an email because we have additional, unfilled shifts in the EDs and UCCs beyond the Friday/Saturday UCC shifts and we are still working hard to fill those. I'll follow up with you both later today.

Lynn

From: William C. Steele <William.Steele@portcolborne.ca>

Sent: June 9, 2025 12:24 PM

To: Wayne Redekop <wredekop@forterie.ca>; Guerriero, Lynn <Lynn.Guerriero@niagarahealth.on.ca>

Cc: Gail Todd <Gail.Todd@portcolborne.ca>; Gary Long <Gary.Long@portcolborne.ca>; Bryan Boles <Bryan.Boles@portcolborne.ca>; Geneviève-Renée Bisson <Genevieve-Renee.Bisson@portcolborne.ca>

Subject: RE: UCC Closures

Lynn

I fully agree with Wayne on this, no need to repeat.

As we have always offered, we are here to help and work with our Doctors and NH to our fullest ability.

Thank you.

Bill



www.portcolborne.ca

William Steele
Mayor
City of Port Colborne

Port Colborne, ON

Phone 905-835-2900 x302

Email William.Steele@portcolborne.ca

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William Steele
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City of Port Colborne

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From: Wayne Redekop <wredekop@forterie.ca>
Sent: June 9, 2025 12:05 PM
To: Guerriero, Lynn <lynn.guerriero@niagarahealth.on.ca>
Cc: Mayor <mayor@portcolborne.ca>
Subject: UCC Closures

You don't often get email from wredekop@forterie.ca. [Learn why this is important](#)

Lynn:

I am very disappointed that a decision has been made to close the FE and PC UCCs for a number of days during July and August. I should have thought that this type of message would come from the President and CEO herself. Of particular concern is the closure of both during holiday weekends when there is heightened activity and increased numbers of visitors to our communities.

Now that the schedule has been posted, I believe that there may be an opportunity to fill some of those shifts that you plan to close. Is there any way that the decision to close the UCCs can be suspended to determine whether these shifts can be filled? I would appreciate an immediate response so that we can determine how we can assist you in that regard without losing any further time.

Wayne

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