

From: [Etherington, Amy](#) on behalf of [Chan, Kevin \(MD\)](#)
To: [Wayne Redekop](#)
Cc: [Upper, Josh](#)
Subject: RE: Physician Recruitment
Date: 9-Jun-2025 12:04:54

Mayor Redekop,

I wanted to clarify our discussion this morning to ensure that you have accurate information. As Josh noted earlier today, we reached out immediately following the meeting with Lynn and myself to schedule meetings, along with information on our live and active physician recruitment campaign. Unfortunately Alice was away and we were not able to land on a date until today. We also did not see any of our shared social media posts on any of the Town of Fort Erie channels.

Shift Coverage Process:

Hospital Protocol:

- Physician schedules are populated at least two months in advance of shifts with regular work expectations, accounting for any vacation or time off
- Every effort is made to fill open shifts before the schedule is published

Incentives:

- Any open shifts at the time the schedule is published, are eligible for stipends
- Physicians are only eligible for these stipends if they have already filled 4 shifts, to realize cost savings, while sustaining fairness and engagement

Typical Escalation Timing and Pathway:

Timeline	Pathway
*2 months in advance of the first shift	Schedule is published, including any open shifts. Physicians can sign-up for these open shifts.
2 weeks prior to each month	Reminder email is sent that highlights open shifts with urgent shift prioritized.
7 days before shift	Second reminder email and calls are done and continue daily until the shift is filled. Scheduler and Head of Service contact individual physicians directly. For high-risk closures (weekends), Executive may be contacted to authorize additional stipends to incentivize coverage.

**We did not publish the UCC shifts two month in advance this time as we have been working diligently to fill shifts across the system, and really encouraging doctors to take more shifts.*

We cannot and will not prioritize physician coverage of the UCCs over our EDs, and with 111 unfilled shifts across all our sites for July and August, we have published the schedule blocking Fridays at FE to ensure any available ED trained physicians are able to work the EDs. Further, there are provincial processes that we need to maintain our ED services.

Currently we require an additional 10-15 ED trained physicians to achieve our baseline coverage. In addition to the active campaign in market right now, our Chiefs are continuously recruiting at conferences, job fairs and through various physicians focused events. We know the most significant success to recruit physicians into hospital is to ensure a positive training experience. We are onboarding additional ED doctors over the summer, however, this will not ensure we are able to maintain coverage across our EDs and UCCs.

Kevin

Kevin Chan, B. Sc(Hon), MD, MPH, MBA, CCPE, FRCPC, FAAP
Chief of Staff, and EVP Medical, Niagara Health
Kevin.chan@niagarahealth.on.ca

W: 905-378-4647 | C: 289-407-6607
1200 Forth Ave, St.Catharines, L2S 0A9

From: Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>

Sent: 27-May-2025 09:59

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

Cc: Johnson, Mary Jane <MaryJane.Johnson@niagarahealth.on.ca>; Joan Christensen <JChristensen@forterie.ca>; George McDermott <GMcDermott@forterie.ca>; Alice Preston <APreston@forterie.ca>; Etherington, Amy <Amy.Etherington@niagarahealth.on.ca>

Subject: RE: Physician Recruitment

Mayor Redekop:

I'm more than happy to meet with the local physicians. Amy has my schedule, and anyway, I can help, happy to do so.

Kevin

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

Sent: 23-May-2025 17:36

To: Wayne Redekop <wredekop@forterie.ca>

Cc: Johnson, Mary Jane <MaryJane.Johnson@niagarahealth.on.ca>; Joan Christensen <JChristensen@forterie.ca>; George McDermott <GMcDermott@forterie.ca>; Alice Preston <APreston@forterie.ca>; Chan, Kevin (MD) <Kevin.Chan@niagarahealth.on.ca>

Subject: Re: Physician Recruitment

Thanks Wayne and thank you in advance for your assistance. I'm copying Kevin here for his awareness and so that you have his contact information.

Lynn

Get [Outlook for iOS](#)

From: Wayne Redekop <wredekop@forterie.ca>

Sent: Friday, May 23, 2025 5:27:09 PM

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

Cc: Johnson, Mary Jane <MaryJane.Johnson@niagarahealth.on.ca>; Joan Christensen <JChristensen@forterie.ca>; George McDermott <GMcDermott@forterie.ca>; Alice Preston <APreston@forterie.ca>

Subject: Physician Recruitment

This Message Is From an External Sender

This message originated from outside of Niagara Health

Lynn:

Thank you for the meeting yesterday along with Mayor Steele, Dr. Chan and Mary Jane. Please share this message with Dr. Chan, whose email address I do not have. I am very encouraged by the opportunity to work with NH to bring new physicians to the emergency and urgent care operations and to try to engage existing local family physicians. As I stated, Fort Erie has been recruiting family physicians with some success for over 25 years. We now require new doctors to try to gain credentials with NH to work in the UCC. Going forward, our Health Care Coordinator, Alice Preston, can provide Dr. Chan, or whichever staff member you

designate, with information regarding our program for physician recruitment and retention, assist NH with local recruitment efforts, provide any background information requested and scope out opportunities for local physicians to work some shifts at the UCC.

Alice works in collaboration with Jill Croteau, the Region's physician recruiter. We would engage her, as well, in working with you. We are also willing to amplify your efforts at physician recruitment through our web site and social media, and any other way that you believe may find helpful.

As I mentioned during our meeting, a shadowing program for new doctors in the UCC would help assuage any concerns some of the young or new physicians may have about working in an environment new to them. Dr. Chan seemed enthusiastic about that type of program.

We understand the challenges faced by NH with respect to manning the ERs and UCCs. We are most anxious to assist you in that regard in the belief that continued operation of the UCCs relieves pressure on the ERs while ensuring that patients have a satisfactory first contact with our health system. To help us understand how we can best assist and work with you, could you please:

1. Share your physician recruitment program with us;
2. Advise how many additional physicians are required to adequately man the ERs and UCCs;
3. Forward any material that you would like us to broadcast or provide links to.

Have a great weekend.

Wayne