

ECMC CORPORATION
2016 ANNUAL REPORT AS REQUIRED BY
NEW YORK PUBLIC AUTHORITIES LAW SECTIONS 2800 AND 3642

ANNUAL REPORT:

New York State Governor Andrew M. Cuomo
Senate Finance Committee Chairman Catharine Young
Senate Finance Committee Ranking Minority Member Liz Krueger
Assembly Ways and Means Committee Chairman Herman D. Farrell, Jr.
Assembly Ways and Means Committee Ranking Minority Member Bob Oaks
New York State Comptroller Thomas P. DiNapoli
Erie County Legislature Chair John J. Mills
Erie County Executive Mark C. Poloncarz
Erie County Comptroller Stefan I. Mychajliw
Erie County Audit Committee Chairman Aaron Saykin, Esq.
Erie County Legislature Clerk Karen McCarthy
Erie County Clerk

REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

New York State Governor Andrew M. Cuomo
New York State Temporary President of the Senate John J. Flanagan
New York State Speaker of the Assembly Carl E. Heastie
New York State Comptroller Thomas P. DiNapoli
Erie County Executive Mark C. Poloncarz
Clerk of the Erie County Legislature Karen McCarthy
Copies available to the public upon reasonable request

BOND SALE REPORT:

New York State Comptroller Thomas P. DiNapoli
Senate Finance Committee Chairman Catharine Young
Assembly Ways and Means Committee Chair Herman D. Farrell Jr.
Copies available to the public upon reasonable request

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- 1.) Operations and Accomplishments
- 2.) Financial reports, including (i) audited financials in accordance with all applicable regulations and following generally accepted accounting principles as defined in subdivision ten of section two of the state finance law, (ii) grant and subsidy programs, (iii) operating and financial risks, (iv) current ratings, if any, of its bonds issued by recognized municipal bond rating agencies and notice of changes in such ratings, and (v) long-term liabilities, including leases and employee benefit plans
- 3.) Mission statement and measurements including its most recent measurement report
- 4.) Schedule of bonds and notes outstanding at the end of its fiscal year, together with a statement of the amounts redeemed and incurred during such fiscal year as part of a schedule of debt issuance that includes the date of issuance, term, amount, interest rate and means of repayment. Additionally, the debt schedule shall also include all refinancings, calls, refundings, defeasements and interest rate exchange or other such agreements, and for any debt issued during the reporting year, the schedule shall also include a detailed list of costs of issuance for such debt
- 5.) A compensation schedule, in addition to the report described in section twenty-eight hundred six of this title, that shall include, by position, title and name of the person holding such position or title, the salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary is in excess of one hundred thousand dollars; (5-a) biographical information, not including confidential personal information, for all directors and officers and employees for whom salary reporting is required under subparagraph five of this paragraph
- 6.) Projects undertaken by such authority during the past year
- 7.) A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of ⁴ all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority ⁵ acquires or disposes of during such period. The report shall contain ⁶ the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period
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- 10.) A copy of the legislation that forms the statutory basis of the authority

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- 11.) A description of the authority and its board structure, including (i) names of committees and committee members, (ii) lists of board meetings and attendance, (iii) descriptions of major authority units, subsidiaries, and (iv) number of employees
- 12.) Its charter, if any, and by-laws;
- 13.) A listing of material changes in operations and programs during the reporting year
- 14.) At a minimum a four-year financial plan, including (i) a current and projected capital budget, and (ii) an operating budget report, including an actual versus estimated budget, with an analysis and measurement of financial and operating performance

II. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:
Public Authorities Law §3642 Audit and annual reports

- 1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation
- 2.) Name of all Board Members and Officers of Each Subsidiary
- 3.) Number of Employees of Each Subsidiary
- 4.) List of all contracts in excess of one hundred thousand dollars entered into by the corporation and its subsidiaries, identifying the amount, purpose, and duration of such contract
- 5.) A financial statement, income statement, and balance sheet prepared by an independent certified public accountant, all in accordance with generally accepted accounting principles applicable to the corporation and each of its subsidiaries

Message from the Leadership of ECMC Corporation

In 2016, ECMC took care of more members of our community than at any other time in the history of the hospital. It was our caregivers' unwavering focus on the patient that contributed to ECMC's success, supported by a hospital-wide culture that is dedicated to the delivery of quality health care services. From emergency room visits to outpatient visits to both inpatient and outpatient general surgeries, the key categories for measuring ECMC's operations demonstrated strong, positive growth. 2016 proved to be ECMC's most successful year, which is a testament to our extraordinary caregivers who, through their dedication, empathy and skill, have transformed ECMC to a hospital of choice for Western New York. While still meeting the important healthcare needs of our region's citizens and trauma patients, our hospital, working collaboratively with key partners like Kaleida Health, the University at Buffalo and community providers, has established itself as a true regional hospital that is well equipped to provide high quality services in a variety of areas, including orthopaedics, transplantation and kidney care, bariatrics, behavioral health, head and neck oncology and primary healthcare. These results highlight the incredible commitment of our over 3,000 exceptional and compassionate healthcare professionals, ensuring that our patients receive the highest quality care and their families and loved ones are treated with dignity and respect. Quality care and the overall patient experience are our highest priorities, which are reflected in the results for 2016 thanks to our physicians, nurses, and staff who assure the very best care every day, one patient at a time.

Thanks to the leadership and guidance of the ECMC Board, 2016 proved to be an incredibly productive year for the hospital and this success positions us ideally for 2017. The increased activity across the board speaks for itself: From 2010 through 2016, the hospital's growth continues to track upward: Total Inpatient – 15,007 in 2010 to 18,839 in 2016 or 22.5% growth; Total Surgeries by Service – 11,944 in 2010 to 14,552 in 2016 or 21.8% growth; Total Emergency Department Visits – 58,090 in 2010 to 69,290 in 2016 or 19.3% growth; Total Outpatient Visits – 255,264 in 2010 to 306,564 in 2016 or 20.1% growth; and Average Length of Stay – 8.4 in 2010 to 7.5 in 2016.

ECMC closed 2016 with a \$2.1 million operating surplus on its total \$593 million in operating revenues, reflecting the hospital's overall strong performance in health care services for the year. The hospital grew days cash on hand from 71.8 days in 2015 (with \$102.4 million in cash) to 77 days in 2016 (with \$115.6 million in cash) and grew revenues from \$553.1 million in 2015 to \$593 million in 2016. This positive activity of both strong volumes and related financial strength continues into the first two months of 2017.

Quality at ECMC - 2016

- March 2016 - Women's Choice Award® as one of America's Best Hospitals for Patient Safety. This evidence-based designation is the only patient safety award that identifies the country's best healthcare institutions based on robust criteria that considers female patient satisfaction and clinical excellence.
- April 2016 - The Leapfrog Group, a trusted independent, national not-for-profit organization founded more than a decade ago by the nation's leading employers and private health care experts, rated ECMC's overall safety score at 'B'.
- April 2016 - NYS Department of Health survey of Terrace View Long-Term Care stated that the facility has demonstrated a continuing, positive level of improvement for the care of its residents.
- May 2016 - The second-best score in the region from the federal Centers for Medicare & Medicaid Services for preventing hospital-acquired conditions.
- May 2016 - Awarded a three-star rating out of five by Centers for Medicare & Medicaid Services for patient experience. The ratings are based on 11 publicly reported measures in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. The latest update, released this week, is based on HCAHPS survey data collected between July 1, 2014, and June 30, 2015.

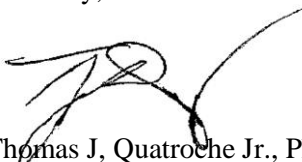
**ECMC Corporation Annual Report as required by New York Public
Authorities Law – Sections 2800 and 3642**

- May 2016 - The Gold Plus award from the American Heart Association for the diagnosis and treatment of heart failure patients.
- May 2016 - American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. The award recognizes the hospital's commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.
- June 2016 - Earned the Joint Commission's Gold Seal of Approval® for Opioid Treatment Accreditation by demonstrating continuous compliance with its performance standards. The Gold Seal of Approval® is a symbol of quality that reflects an organization's commitment to providing safe and effective care.
- June 2016 - Board of Directors of the United Network for Organ Sharing (UNOS) unanimously approved the release of ECMC's living donor transplantation program from probation and restored all privileges for the program.
- September 2016 – NYS OMH survey produced three-year operating certificates, demonstrating the skill, expertise and hard work of our clinicians in Behavioral Health.
- November 2016 - ECMCC earned The Joint Commission's Gold Seal of Approval® for its full Hospital Accreditation for a three-year period by demonstrating continuous compliance with its performance standards. The Gold Seal of Approval® is a symbol of quality that reflects an organization's commitment to providing safe and effective patient care.
- November 2016 – ECMC is one of two hospitals in Western New York to receive an updated 'B' Hospital Safety Grade from the Leapfrog Group.
- November 2016 - National Committee for Quality Assurance (NCQA) informed ECMC that its ECMC Family Health Center achieved recognition status for "Patient-Centered Medical Home™ (PCMH™), Recognized–Level 3." The effective dates of this recognition begin November 18, 2016 and expire November 18, 2019.
- November 2016 - ECMC recognized by Apogee Physicians as "Hospital of the Year" during a national meeting in Phoenix, AZ.

With such a successful conclusion to 2016, we continue to build on our successes and look to further collaborations with our partners at Kaleida Health and the University at Buffalo. These partnerships and others in our community will help prepare us for healthcare reform and position us to transform to remain a viable organization. Whether it is via regional alliances with rural hospitals, our efforts through the Medicaid waiver with Millennium Collaborative Care, or other partnerships with community providers, ECMC will continue to be a leader in collaboration to provide better healthcare for our community.

Our record of success along with advocacy from our community leadership will enable us to meet the challenges ahead. We thank you for upholding our mission and ask for your continued support.

Sincerely,



Thomas J. Quatroche Jr., PhD
President & Chief Executive Officer



Sharon L. Hanson
Chair, Board of Directors



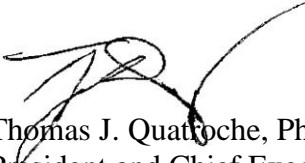
Kathleen Grimm, MD
President, Medical Executive Committee

CERTIFICATION

The financial reports submitted in this Annual Report have been approved by the Board of Directors of the Erie County Medical Center Corporation and are hereby certified, as indicated by signatures below, by the Chief Executive Officer and Chief Financial Officer.

Specifically, the undersigned certify, based on our knowledge and information provided to us that the financial reports and the information provided therein (1) are accurate, correct and do not contain any untrue statement of material fact; (2) do not omit any material fact which, if omitted, would cause the financial statements to be misleading in light of the circumstances under which such statements are made; and (3) fairly present, in all material respects, the financial condition and results of operations of the Erie County Medical Center Corporation as of, and for, the year ended December 31, 2016.

Respectfully submitted,



Thomas J. Quatfoche, Ph.D.
President and Chief Executive Officer



Stephen M. Gary, Sr. CPA, CGMA
Chief Financial Officer

I-1.) Operations and Accomplishments *(in reverse chronological order; December through January)*
Public Authorities Law §3642(1); Public Authorities Law §2800; and the Sale Purchase and
Operation Agreement, §6.8

2016 Marks Best Year in Erie County Medical Center Corporation’s History
*Every hospital operations category improves; results highlight delivery of quality healthcare services,
busiest year for region’s community hospital*

Erie County Medical Center Corporation (ECMCC) announced that 2016 was the busiest year in the hospital’s history. From emergency room visits to outpatient visits to inpatient and outpatient general surgeries, the key categories for measuring ECMC’s operations demonstrated strong, positive growth.

ECMCC Chair Sharon L. Hanson said, “The Board of Directors at ECMCC are deeply appreciative of the continuing leadership of the hospital’s Executive Leadership, along with the cooperation and dedication of the remarkable thousands of caregivers, who, collectively, have contributed to the overall strength and continuing success of ECMC. Quality care and the overall patient experience are our highest priorities, which are reflected in the results for 2016 thanks to our physicians, nurses, and staff who assure the very best care every day, one patient at a time. ECMC is our community’s hospital and we will continue to provide the highest level of healthcare for our patients.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, “2016 proved to be ECMC’s best year, which is a testament to our extraordinary caregivers who, through their dedication, empathy and skill, have transformed ECMC to the hospital of choice for Western New York. While still meeting the important healthcare needs of our region’s citizens and trauma patients, our hospital, working collaboratively with key partners like Kaleida Health, the University at Buffalo and community providers, has established itself as a true regional hospital that is well equipped to provide high quality services in a variety of areas, including orthopaedics, transplantation and kidney care, bariatrics, behavioral health, head and neck oncology and primary healthcare. These results highlight the incredible commitment of our over 3,000 exceptional and compassionate healthcare professionals, ensuring that our patients receive the highest quality care and their families and loved ones are treated with dignity and respect.”

Dr. Samuel Cloud, DO, 2016 President of ECMC’s Medical-Dental Staff said, “ECMC is a truly regional hospital, serving the residents of Western New York with a high level of quality healthcare that is supported by a strong culture of physicians, dentists, advanced practice providers, and nurses who are focused on the very best outcome for the patients who seek our care. Through strong collaborations across multiple disciplines, ECMC’s caregivers focus on providing the best care and outcomes for our patients.”

As the chart below demonstrates, ECMC’s operations for 2016 were not only strong versus 2015, but, in fact, are the strongest outcomes collectively in the hospital’s history.

**ERIE COUNTY MEDICAL CENTER CORPORATION
HOSPITAL OPERATIONS 2015-2016**

	2015	2016	Variance to Prior Yr
Discharges:	<u>18,375</u>	<u>18,839</u>	2.5%
Average Length of Stay	8.0	7.5	-6.1%
Acute Case Mix Index	1.76	1.85	5.5%
General Surgeries:			
Inpatient	5,570	5,753	3.3%
Outpatient	<u>6,618</u>	<u>6,886</u>	4.0%
Total	<u>12,188</u>	<u>12,639</u>	3.7%
ED Visits Total	67,267	69,290	3.0%
Visits Including Admits			
Outpatient Visits	292,040	306,564	5.0%

* - Note, decrease in length of stay is, according to industry standards, a positive outcome, especially when hospitals like ECMC are caring for patients with more complex and acute illnesses.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. added, “With such a successful conclusion to 2016, we continue to build on our successes and look to further collaborations with our partners at Kaleida Health and the University at Buffalo. These partnerships and others in our community will help prepare us for healthcare reform and position us to transform to remain a viable organization. Whether it is via regional alliances with rural hospitals, our efforts through the Medicaid waiver with Millennium Collaborative Care or other partnerships with community providers, ECMC will continue to be a leader in collaboration to provide better healthcare for our community.”

2016:

Operating Revenues of \$616.5 Million
 Operating Expenses of \$614.4 Million
 Operating Income of \$2.1 Million

2015:

Operating Revenue of \$553.1 Million

Operating Expenses of \$552.2 Million

Operating Income of \$0.9 Million

There is a \$63.4 Million or a 11.5% increase in operating revenues from 2015 to 2016 and a 135% increase in operating income.

ECMCC Board Chair Receives Prestigious Statewide Healthcare Award

Sharon L. Hanson presented 2016 Healthcare Trustees of New York State Trustee Leadership and Advocacy Award

Erie County Medical Center Corporation (ECMCC) Board Chair Sharon L. Hanson has been honored with the prestigious 2016 Healthcare Trustees of New York State (HTNYS) Trustee Leadership and Advocacy Award for her over 20 years of service on the ECMCC Board. She was presented the award on September 17th at the HTNYS 37th Annual Trustees Conference attended by approximately 300 hospital trustees, physicians and administrators from across New York State.

ECMCC Chair Sharon L. Hanson said, “On behalf of our thousands of dedicated caregivers at ECMCC, as well as my fellow board members, I was deeply honored to receive the 2016 Healthcare Trustees of New York State Trustee Leadership and Advocacy Award. I share this award with all of our ECMCC family who everyday commit themselves to providing the best quality care for our patients, ensuring that each patient’s experience at ECMCC meets their needs and expectations.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “We couldn’t be happier for Sharon on receiving this award and we are very appreciative of the Healthcare Trustees of New York State for recognizing her tremendous contributions to both ECMCC and our community. Sharon is the consummate board member who, for 20 years, has served ECMCC in a variety of capacities on the Board and has helped navigate the hospital through an ever changing and challenging healthcare environment. Her leadership and advocacy on behalf of our ECMCC caregivers, as well as the diverse patient population we serve, has had a profoundly positive impact on the day-to-day operation of ECMCC, as well as the vitally important collaborative relationships we have with both Kaleida Health and the University at Buffalo. We are very pleased that the Healthcare Trustees of New York State have chosen to honor her service in this way and recognize the important role of ECMCC in our community and State.”

Chosen from 500 healthcare HTNYS member institutions across New York State, this award is presented annually to an individual who, according to the HTNYS, “demonstrates a profound impact in the boardroom in terms of trustee skills, time commitment, and knowledge required for effective decision making.” Further, HTNYS specified in their nomination guidelines that they were interested in individuals who take “a lead role in positioning their organizations to meet the challenges of the evolving healthcare environment [and] demonstrate outstanding contributions in grassroots advocacy initiatives on behalf of a hospital or health system.”

Over the years, Ms. Hanson, in various leadership positions at the hospital, has been instrumental in working with the dedicated ECMCC caregivers, the ECMCC Board and the broader community guiding ECMCC to great success. She has fought tirelessly alongside her fellow Board members to protect the very valuable mission of ECMCC to care for everyone in our community, no matter their circumstance.

Thanks to Ms. Hanson’s leadership, ECMCC has never been busier in its storied history. And while the hospital’s activity figures in every measureable category are up, the length of stay for patients is down, which underscores a well-designed and executed patient management system.

Ms. Hanson was selected by a national panel, which consisted of a Senior Advisor to a Chicago-based consulting firm specializing in governance, strategic planning, and facilitating change; the Vice President of Member Relations at the American Hospital Association (AHA); and the President/CEO for Texas Healthcare Trustees, a statewide association for board members of hospitals.

ECMC Corp. Board Elects New Officers
Sharon L. Hanson re-elected as Chair

The Erie County Medical Center Corporation (ECMCC) Board of Directors elected new officers.

Sharon L. Hanson was elected chair for a fourth term, having previously served three consecutive terms as chair. Hanson served on the ECMCC board of directors and the former board of managers since 1996. During that time, she chaired board committees including: executive, executive compensation and governance committees; human resources, building and grounds, and performance improvement committees.

“I am honored to be selected by my fellow board members to again serve as chair of the ECMCC board of directors,” Ms. Hanson said. “This is a very exciting time for ECMC as we continue to experience strong growth in our inpatient and outpatient procedures, increased Emergency Room visits and maintain our key collaborative role in the Millennium Collaborative Care effort that is making significant advancements in forging partnerships with over 400 healthcare providers, hospitals, skilled nursing facilities, several behavioral health and developmentally disabled clinics, and community-based organizations in our region. Most importantly, our tremendous healthcare providers help us maintain our commitment to the best possible quality services and patient experience, which is our highest priority.”

Other officers elected to the ECMC Corporation Board of Directors include: vice chair/chair-elect Jonathan A. Dandes, president, Rich Baseball Operations/Rich Products Corp.; vice chair Kevin E. Cichocki, D.C., co-founder, Palladian Muscular Skeletal Health; vice chair Kevin M. Hogan, Esq., partner, Phillips Lytle - Buffalo office; vice chair Michael A. Seaman, director of Treasury and Collections, City of Buffalo; secretary Douglas H. Baker, president, Mercy Flight WNY; treasurer Bishop Michael A. Badger, senior pastor, Bethesda World Harvest International Church; and president and CEO Thomas J. Quatroche Jr., Ph.D., ECMC Corp.

New York State Amends Historic ECMCC Act to Promote Collaboration

Erie County Medical Center Corporation (ECMCC) applauded Governor Andrew M. Cuomo for signing into law an amendment to the state public authorities’ law, permitting ECMCC to enter into agreements for the creation and operation of integrated health care delivery services in collaboration with Kaleida Health and the University at Buffalo.

The legislation, sponsored by Assemblywoman Crystal Peoples-Stokes and Senator Michael Ranzenhofer, amended a 2003 state law that had created the Erie County Medical Center Corporation as a standalone public benefit corporation.

Great Lakes Health System of WNY Chairman Robert D. Gioia said, “This critically important amendment ensures that the progress made by Great Lakes Health will continue to the next level,

fostering activities that will improve the quality of, and access to, healthcare services. We thank Assemblywoman Crystal Peoples-Stokes and Senator Michael Ranzenhofer for sponsoring this legislation and Governor Cuomo for signing it into law.”

ECMCC Chair Sharon L. Hanson said, “Working collaboratively with partners like Kaleida Health and the University at Buffalo to support, strengthen and reinforce all aspects of the services we provide to a diverse and dynamic Western New York population benefits everyone. Thanks to Governor Cuomo, Assemblywoman Peoples-Stokes and Senator Ranzenhofer for leading Western New York forward in this way.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “This outcome is the result of the dedicated hard work of many, but would not have come about without the leadership of Governor Cuomo, Assemblywoman Peoples-Stokes and Senator Ranzenhofer. ECMCC and its partners, Kaleida Health and the University at Buffalo, are committed to providing the highest quality care and this amendment will facilitate further those efforts.”

Great Lakes Health and Kaleida Health President and CEO Jody Lomeo said, “The change in the PBC law is a win for our community. Together, we can continue to collaborate and strengthen our ability to coordinate care while continuing to fulfill our mission. With the help of Governor Cuomo, Assemblywoman Peoples-Stokes, Senator Ranzenhofer and the State Legislature, we are improving the delivery of care across Western New York and making it better for the patients we serve.”

University at Buffalo President Satish Tripathi said, “Our UB community is grateful to Governor Cuomo, Assemblywoman Peoples-Stokes, and Senator Ranzenhofer for their leadership on this amendment, which represents a vital step forward for the thriving life sciences economy we are building together in Western New York. Together, our region’s great health care and research institutions are collaborating to establish Buffalo as a world-class destination for the best in patient care, clinical research, and medical education. This amendment significantly advances those efforts, and UB looks forward to partnering with ECMCC and Kaleida Health to ensure exceptional health care delivery for our communities.”

It is important to note that the amendment does not change ECMCC’s governance structure or relationship with its union partners. ECMCC is, and will remain, a public institution with a public workforce and its own balance sheet.

The amendment allows for:

- Development of a non-exclusive joint health information technology (IT) platform
- Joint marketing of health care services
- Joint purchasing of services, supplies and equipment
- Development of a joint set of clinical quality standards
- Coordination and integration of clinical services to reduce redundancy and increase efficiency
- Joint management of graduate medical education and academic affiliations
- Joint discussions with rural hospitals regarding the possibility of coordinating and integrating clinical services

Most importantly, the amendment gives ECMCC the ability to lower costs and improve quality and access to health care in Western New York.

This amendment strengthens ECMCC’s continuing development of Centers of Excellence in areas such as Orthopaedics, Behavioral Health and Transplantation, as well as the growth and development of other important health service lines like Cancer Care, Head and Neck Surgery, Bariatrics, and Dental Oncology. This past year (2015) was the busiest year in ECMCC’s history, and through the first quarter of 2016, ECMCC continues to grow and build on that positive trend.

The three institutions affected by this amendment have been collaborating since 2008, as a result of the recommendations made by the Commission on Health Care Facilities in the 21st Century (Berger Commission).

As a free standing public health care provider, ECMCC was at a competitive disadvantage in the current health care environment. Recent U.S. Supreme Court rulings restricted the extent to which ECMCC could collaborate. The amendment to state law changes that by leveling the playing field for ECMCC to enter into agreements like those of other health systems while maintaining its public status.

The amendment provides a physician-led solution that will permit ECMCC to pursue further initiatives intended to improve health care quality and access, while maintaining ECMCC's public character and purposes, its public workforce and its own balance sheet.

ECMCC has been a leader in coordinating clinical service planning across Western New York. Along with Kaleida Health, UB, and their private practice physicians, they have created centers of excellence around transplant, cardiac, behavioral health and laboratory services.

Jim Kelly Dedicates “Kelly Tough Room” at ECMC to Inspire Patients
Buffalo Bills Great and Pro Football Hall of Famer Jim Kelly joins family, friends and ECMCC caregivers in dedicating hospital room where he once received care

On October 18, 2016, Erie County Medical Center Corporation (ECMCC) and NFL football great and member of the NFL Hall of Fame Jim Kelly dedicated a patient room as the hospital's “Kelly Tough Room.” The room is the same room where Jim received his medical care during his inpatient stays from June 2013 through June 2014. It features a variety of Jim Kelly sports memorabilia, including a framed autographed Buffalo Bills jersey that welcomes patients and visitors into the room. The room is painted with the same red, white and blue colors that are included in the official Kelly Tough logo and an inspirational quote from Jim is featured prominently on a section of one of the room's walls: “MAKE A DIFFERENCE TODAY FOR SOMEONE WHO IS FIGHTING FOR THEIR TOMORROW.”

Jim Kelly said, “ECMC is a very special place where dedicated, hard-working caregivers treat every patient with “true care.” I know this personally and am very thankful to the remarkable physicians, nurses and so many others who helped me get through a very challenging chapter of my life. I have been to many other places for care, but there is no place better than ECMC for compassionate, quality care. I hope that the Kelly Tough Room helps to inspire patients, as well as their families and loved ones, to meet their challenges with courage and strength, and ultimately overcome their illness.”

ECMCC Chair Sharon L. Hanson said, “Jim Kelly has always been an inspirational figure in our community, first as a remarkable athlete and star of the Buffalo Bills, then as a devoted husband and father, particularly to his son Hunter, bringing much needed national and international awareness to a cruel disease and now as a cancer survivor, redefining courage and strength. We are grateful for Jim's generosity and compassion in creating this unique and very inspiring Kelly Tough Room for ECMCC.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, “We are very proud to dedicate the Kelly Tough Room, commemorating Jim's brave fight against cancer, but, perhaps more importantly, channeling Jim's strength and tenacity into the design of the room to help inspire others who will face their own health care issues. As much as Jim continues to inspire people in Western New York and across the country, our caregivers at ECMCC, particularly those who worked directly with Jim while he was in our care, are thankful to Jim for his generosity and support of ECMCC.”

Thom R. Loree, MD, FACS, Chief of Department, Head and Neck Surgery and Plastic and Reconstructive Surgery said, “It was a talented and diverse team of physicians, nurses and staff who collaborated to help provide the necessary care and treatment required to help Jim recover. As much as he fought and persevered as an athlete, he fought even harder and more tenaciously as a patient and we were honored to work with Jim, his devoted family and his dedicated friends and fans as he proceeded through a very challenging period. The new Kelly Tough Room is a very fitting tribute to Jim’s spirit and I am confident it will provide much inspiration to our patients.”

ECMCC Awarded Hospital Accreditation from Joint Commission
Outcome reflects ECMCC’s commitment to providing safe and effective patient care

Erie County Medical Center Corporation (ECMCC) has earned The Joint Commission’s Gold Seal of Approval[®] for its full Hospital Accreditation for a three-year period by demonstrating continuous compliance with its performance standards. The Gold Seal of Approval[®] is a symbol of quality that reflects an organization’s commitment to providing safe and effective patient care.

ECMC underwent a rigorous, unannounced onsite survey in late July. During the review, a team of Joint Commission expert surveyors evaluated compliance with hospital standards related to several areas, including emergency management, environment of care, infection prevention and control, leadership, and medication management. Surveyors also conducted onsite observations and interviews.

The Joint Commission has accredited hospitals for more than 60 years. More than 4,000 general, children’s, long-term acute, psychiatric, rehabilitation and specialty hospitals currently maintain accreditation from The Joint Commission, awarded for a three-year period. In addition, approximately 360 critical access hospitals maintain accreditation through a separate program.

ECMCC Chair Sharon L. Hanson said, “The Board of Directors at ECMC always has quality care and safety as it’s number one priority, and this accreditation demonstrates that the leadership team and all of its physicians, nurses, and staff assures the very best care every day, one patient at a time. ECMC is the community’s hospital, and the community should be comforted that their Adult Trauma Center is among the best in the nation.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “Joint Commission accreditation is known throughout the country as the national standard of excellence. This accreditation affirms the quality of care at Western New York’s only Adult Trauma Center. I commend the entire ECMC family for their incredible dedication and commitment, ensuring that our patients receive the highest quality care and their families and loved ones are treated with dignity and respect to help ensure that ECMC continues as the region’s hospital of choice.

The Joint Commission Chief Operating Officer, Division of Accreditation and Certification Operations, Mark G. Pelletier, RN, MS, said, “Joint Commission accreditation provides hospitals with the processes needed to improve in a variety of areas from the enhancement of staff education to the improvement of daily business operations. In addition, our accreditation helps hospitals enhance their risk management and risk reduction strategies. We commend Erie County Medical Center for its efforts to become a quality improvement organization.”

The Joint Commission’s hospital standards are developed in consultation with health care experts and providers, measurement experts and patients. The standards are informed by scientific literature and expert consensus to help hospitals measure, assess and improve performance.

ECMCC Awarded Opioid Treatment Accreditation from Joint Commission
*Nation's oldest and largest nonprofit standards-setting and accrediting body in health care cites
ECMC's continuous compliance with performance standards*

Erie County Medical Center Corporation (ECMCC) earned the Joint Commission's Gold Seal of Approval® for Opioid Treatment Accreditation by demonstrating continuous compliance with its performance standards. The Gold Seal of Approval® is a symbol of quality that reflects an organization's commitment to providing safe and effective care.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, "ECMCC is pleased to receive Opioid Treatment Accreditation from the Joint Commission, the premier health care quality improvement and accrediting body in the nation. The opioid crisis that has affected every community across the country, including Western New York, has had a profound impact on health care institutions such as ECMC and we are grateful to our caregivers for their continued effort to help everyone that seeks our care. This accreditation is another testament to the high quality of care and the superb professionalism of our excellent caregivers who exemplify true care for the patients who come to us. Critically important state legislation signed recently by Governor Cuomo will help us further in our fight against heroin and opioid addiction."

Tracy Griffin Collander, LCSW, Executive Director, Joint Commission Behavioral Health Care Accreditation Program said, "Joint Commission accreditation provides behavioral health care organizations with the processes needed to improve in a variety of areas related to the care of individuals and their families. We commend ECMC for its efforts to elevate the standard of care it provides and to instill confidence in the community it serves.

Michael R. Cummings, MD, ECMC Associate Medical Director, Behavioral Health Services, said, "ECMC has been in the forefront of innovative and groundbreaking behavioral health treatment protocols that have solidified our position in this critically important area of healthcare. Receiving the Opioid Treatment Accreditation from the Joint Commission is further confirmation of the success and progress we have made and continue to make in providing behavioral health services on-campus at ECMC and throughout Western New York."

ECMCC underwent a rigorous on-site survey in March 2016. During the review, compliance with behavioral health care standards related to several areas, including: care, treatment, and services; environment of care; leadership; and screening procedures for the early detection of imminent harm was evaluated. On-site observations and interviews also were conducted.

Established in 1969, The Joint Commission's Behavioral Health Care Accreditation program currently accredits more than 2,250 organizations for a three-year period. Accredited organizations provide treatment and services within a variety of settings across the care continuum for individuals who have mental health, addiction, eating disorder, intellectual/developmental disability, and/or child-welfare related needs. Accreditation is customarily valid for up to thirty-six months. The Joint Commission's behavioral health care standards are developed in consultation with health care experts and providers, quality improvement measurement experts, and individuals and their families. The standards are informed by scientific literature and expert consensus to help organizations measure, assess and improve performance.

ECMC recognized with Quality Achievement Award & Honor Roll

Erie County Medical Center Corporation recently received the Get With The Guidelines®–Heart Failure Gold-Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American College of Cardiology Foundation’s secondary prevention guidelines for patients with heart failure. This marks the 10th year that ECMC has been recognized with a quality achievement award.

Get With The Guidelines–Heart Failure is a quality improvement program that helps hospital teams provide the most up-to-date, research-based guidelines with the goal of speeding recovery and reducing hospital readmissions for heart failure patients. Launched in 2005, numerous published studies have demonstrated the program’s success in achieving patient outcome improvements, including reductions in 30-day readmissions.

ECMC earned the award by meeting specific quality achievement measures for the diagnosis and treatment of heart failure patients at a set level for a designated period. These measures include evaluation of the patient, proper use of medications and aggressive risk-reduction therapies. These would include ACE inhibitors/ARBs, beta-blockers, diuretics, anticoagulants, and other appropriate therapies. Before patients are discharged, they also receive education on managing their heart failure and overall health, have a follow-up visit scheduled, as well as other care transition interventions.

ECMC also received the association’s Target: Heart Failure Honor Roll. Target: Heart Failure is an initiative that provides hospitals with educational tools, prevention programs and treatment guidelines designed to reduce the risk of heart failure patients ending up back in the hospital. Hospitals are required to meet criteria that improves medication adherence, provides early follow-up care and coordination and enhances patient education. The goal is to reduce hospital readmissions and help patients improve their quality of life in managing this chronic condition.

“We are dedicated to delivering ‘the gold standard’ of care to our heart failure patients,” said Thomas J. Quatroche Jr., PhD, President and CEO, ECMC Corporation. “Having the ability to track and measure our success by implementing the American Heart Association’s Get With The Guidelines–Heart Failure program enables us to meet internationally-respected guidelines and affirms our commitment to achieve such results. We are proud to receive this confirmation of excellence, join the ‘Target: Heart Failure Honor Roll,’ and prouder still that our clinicians consistently meet these high standards to deliver this level of care to our patients.”

“We are pleased to recognize ECMC for their commitment to heart failure care,” said Deepak L. Bhatt, M.D., M.P.H., national chairman of the Get With The Guidelines steering committee and Executive Director of Interventional Cardiovascular Programs at Brigham and Women’s Hospital and Professor of Medicine at Harvard Medical School. “Studies have shown that hospitals that consistently follow Get With The Guidelines quality improvement measures can reduce patients’ length of stays and 30-day readmission rates and also reduce disparity gaps in care.”

Get With The Guidelines® is the American Heart Association/American Stroke Association’s hospital-based quality improvement program that provides hospitals with the latest research-based guidelines. Developed with the goal of saving lives and hastening recovery, Get With The Guidelines has touched the lives of more than 5 million patients since 2001.

**ECMC Receives Get With The Guidelines-Stroke Gold Plus
Quality Achievement Award**

American Heart Association Award recognizes ECMC's commitment to quality stroke care

ECMC has received the American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. The award recognizes the hospital's commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.

To receive the Gold Plus Quality Achievement Award, hospitals must achieve 85 percent or higher adherence to all Get With The Guidelines-Stroke achievement indicators for two or more consecutive 12-month periods and achieved 75 percent or higher compliance with five of eight Get With The Guidelines-Stroke Quality measures.

These quality measures are designed to help hospital teams provide the most up-to-date, evidence-based guidelines with the goal of speeding recovery and reducing death and disability for stroke patients. They focus on appropriate use of guideline-based care for stroke patients, including aggressive use of medications such as clot-busting and anti-clotting drugs, blood thinners and cholesterol-reducing drugs, preventive action for deep vein thrombosis and smoking cessation counseling.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD, said, "This recognition further demonstrates our commitment to delivering advanced stroke treatments to patients quickly and safely. ECMC continues to strive for excellence in the acute treatment of stroke patients. The recognition from the American Heart Association/American Stroke Association's Get With The Guidelines-Stroke award further reinforces our team's hard work."

Paul Heidenreich, M.D., M.S., national chairman of the Get With The Guidelines Steering Committee and Professor of Medicine at Stanford University said, "The American Heart Association and American Stroke Association recognize ECMC for its commitment to stroke care. Research has shown there are benefits to patients who are treated at hospitals that have adopted the Get With The Guidelines program."

Get With The Guidelines®-Stroke puts the expertise of the American Heart Association and American Stroke Association to work for hospitals nationwide, helping hospital care teams ensure the care provided to patients is aligned with the latest research-based guidelines. Developed with the goal to save lives and improve recovery time, Get With The Guidelines®-Stroke has impacted more than 3 million patients since 2003.

ECMC Recognized as "Hospital of the Year" by Apogee

*Hospitalist physician group honors ECMC for partnership, trust, collaboration and shared vision of
excellence in patient care*

Erie County Medical Center (ECMC) Corporation officials announced that ECMC was recognized by Apogee Physicians as "Hospital of the Year" during a national meeting in Phoenix, AZ, on November 18, 2016.

Each year, a deserving hospital is selected from all hospitals across the country that partner with Apogee to provide hospitalist care based on specific criteria, including: relationship between the hospital, hospitalist team and Apogee senior leadership founded on trust, respect and mutually shared goals of excellent patient care; hospital is part of a great partnership with the hospitalist team, Apogee administration and senior leadership; hospital collaborates at all levels for improved patient and provider-focused care; and hospital creates and supports an environment of continual improvement.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “Apogee has been an important part of ECMC’s ability to provide quality care to our patients. They have been involved in the historic growth at ECMC, as well as the reduction of patients’ length of stay to the lowest levels ever. Quality and efficiency have been their hallmark, and ECMC’s results have exceeded their national counterparts.”

ECMCC Chief Medical Officer Brian M. Murray, M.D., said, “I commend ECMC and Apogee physicians and all clinical and support staff for working seamlessly to provide the best medical care to those who seek our care. It is this teamwork and shared commitment to our patients that sets ECMC apart and distinguishes our caregivers.”

Apogee Physicians Northeast Regional Director Dr. Jaime Upegui said, “ECMC has been an excellent partner through some really challenging times. ECMCC Chief Medical Officer Dr. Brian Murray, Associate Medical Director Dr. Arthur Orlick, and President and CEO Thomas Quatroche created an atmosphere where we could recruit to the model that we needed, which they supported. Staff was added, the rounding structure was changed, and the nurses were willing to work with us and be patient as we mutually sought what was best for our patients. Emergency Department throughput has improved and Apogee is now the preferred admitter. The Centers for Medicare and Medicaid Services HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) patient satisfaction survey data and LOS (Length of Stay) results are improving – all related to excellent partnerships in the hospital.”

Kidney Transplants Reached Record High at ECMC in 2016; Procedures Improve Quality of Life, Give Hope

*118 kidney transplants, from living and deceased donors, reach highest level of transplant activity in
ECMC history; 13 pancreas transplants also performed*

Erie County Medical Center Corporation (ECMCC) announced that 2016 established the highest level of kidney transplant activity in the hospital’s history. As of 12/16/16, 118 kidney transplants took place at ECMC, coming from both living and deceased donors. Since 2010, kidney transplants at ECMC have increased approximately 19.4%. In addition to the kidney transplants, ECMC’s Regional Transplantation and Kidney Care Center of Excellence performed 13 pancreas transplants in 2016, taking the Center’s total transplants to an all-time high of 131.

Dr. Liise Kayler, MD, MS, FACS, the Program and Surgical Director of Transplantation said, “We are committed to providing the very best environment to ensure that those in need of a kidney transplant come through our process not just with a new, functioning organ, but an overall improved quality of life. We are thankful to those that have joined the state’s Donate Life Registry, as well as living donors, as they all have a profoundly positive impact on the lives of those they help. These selfless acts of kindness have helped increase our ability to provide kidney transplants to those with the greatest need and we are confident that our annual transplant activities will only continue to increase.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “ECMC’s Regional Transplantation and Kidney Care Center of Excellence is comprised of dedicated, compassionate caregivers who devote themselves to providing the highest quality transplantation services with the best outcomes for patients, their families and loved ones. It is through their hard work in providing quality care and increasing access for the community, coupled with the tremendous effort of our partners at Unyts, that raising donor awareness is having a very beneficial impact on the residents of Western New York. This milestone year, leading to the most kidney transplants in ECMC’s history, provides great promise for our continuing effort to be our region’s leader in quality healthcare.”

ECMC's Regional Transplantation and Kidney Care Center of Excellence is equipped to treat patients at every stage of kidney disease or kidney failure. The Center's transplant program has offered kidney transplants since 1964 and pancreas transplants since 2004. Our experienced multidisciplinary team serves Western New York with consistently high scores in outcomes and transplant rates from deceased donors, and also offers laparoscopic (minimally invasive) donor nephrectomy (kidney removal) procedures to promote faster recovery for live kidney donors.

Our commitment to excellence and focus on the patient experience has led to high satisfaction for recipients and living donors alike. With advanced therapies in desensitization and paired-donor exchange, ECMC's living donor transplant program has also made more transplants possible, helping recipients of those organs as well as patients on the waiting list.

ECMC is also well positioned in the forefront of major innovations in transplantation, including opportunities for patients to participate in ongoing research trials, offering patients leading-edge treatments and individualized healthcare protocols.

ECMC Living Donor Transplant Probation Lifted by National Organization
National not-for-profit, United Network for Organ Sharing, removes probation imposed in 2014

On June 8, 2016, ECMC Corporation announced that the Board of Directors of the United Network for Organ Sharing (UNOS) unanimously approved the release of ECMC's living donor transplantation program from probation and restored all privileges for the program. The UNOS Board's action came about from the recommendation of the organization's Membership and Professional Standards Committee (MPSC), which is the UNOS regulatory body.

ECMC had been placed on probation in November 2014 by the UNOS Board "based on a need to address issues relating to its evaluation of potential living donors."

Dr. Liise Kayler, MD, MS, FACS, the Program and Surgical Director of Transplantation, said, "Every member of our department has worked diligently to raise the level of excellence and quality of the services we provide to every patient that comes to us. This action by UNOS confirms the tremendous effort we have made and the continuing level of success we achieve for every procedure we perform."

ECMCC President and CEO Thomas J. Quatroche, Jr., Ph.D. said, "This is very exciting and validates our commitment to ensuring that the highest quality services are available for our patients, along with offering a great team of experienced, exceptional health care professionals who have again proved the excellence of ECMC's transplant program. Under the leadership of Dr. Liise Kayler, MD, MS, FACS, the Program and Surgical Director of Transplantation, ECMC is poised this year to double the number of transplants performed at ECMC in 2013."

In a separate announcement, OPTN/UNOS President Betsy Walsh, J.D. said, "[ECMC] demonstrated commendable improvements in quality management and training and [has] successfully addressed the concerns that led to the earlier action."

ECMC named among Best Hospitals for Patient Safety
Women’s Choice Award® Cites ECMC for female patient satisfaction and clinical excellence

The Erie County Medical Center received the 2016 [Women’s Choice Award®](#) as one of [America’s Best Hospitals for Patient Safety](#). This evidence-based designation is the only patient safety award that identifies the country’s best healthcare institutions based on robust criteria that considers female patient satisfaction and clinical excellence.

Thomas J. Quatroche, Jr., Ph.D., ECMC President and CEO said, “Receiving this recognition from The Women’s Choice Award® is another testament of ECMC’s commitment to the best possible healthcare for anyone who seeks our services. A positive patient experience and quality services are our highest priorities, which are reflected among the over 3,000 exceptional and skilled caregivers who everyday work to meet the needs of our patients.”

The list of over 472 award winners, including ECMC, represents hospitals that have exceptional performance in limiting a wide range of hospital-associated infections and complications from surgery and medical treatment.

Delia Passi, Founder and CEO of the Women’s Choice Award said, “We honor ECMC for being named and recognized as a hospital of choice among women, for it represents the strongest and most important consumer message in today’s healthcare marketplace when considering that women account for 90% of all healthcare decisions. Improving patient safety is not only a matter of error prevention; it’s a focused effort to create the safest patient experience.”

Hospitals that have earned this award have had a low incidence of problems arising from surgical errors and infections. The Women’s Choice Award® is a trusted referral source, empowering women to make smart healthcare choices by identifying the country’s best healthcare institutions based on robust criteria that consider female patient satisfaction and clinical excellence.

National Organization Provides ECMC High Safety Rating in Annual Survey
*Trusted, transparent and evidence-based national tool rates over 2,500 hospitals
across the United States*

Erie County Medical Center announced that The Leapfrog Group, an independent, national not-for-profit organization founded more than a decade ago by the nation’s leading employers and private health care experts, has rated ECMC’s overall safety score at ‘B’, which places it among 638 other hospitals across the country receiving such a score. The Leapfrog patient surveys assesses: medical errors, accidents, injuries, infections and patient experiences.

Thomas J. Quatroche Jr., Ph.D., ECMC President and CEO, said, “This updated hospital safety ranking, from such a widely respected national organization, is further evidence of the extraordinary work our caregivers perform every day in every facet of patient care. ECMC prides itself in providing our patients with the best possible experience and quality service while they are in our care. This important national survey confirms that outside, independent assessors concur that ECMC is succeeding in our effort to provide true care.”

Dr. Brian Murray, ECMC Chief Medical Officer said, “This is a tremendously gratifying recognition of the high quality of care that our excellent caregivers provide to our patients. ECMC’s high standard of care is evident in every service area of the hospital and we take great pride in this type of outside affirmation.”

On its website, The Leapfrog Group states that they “strive to make giant ‘leaps’ forward in the safety, quality and affordability of health care in the U.S. by promoting transparency through our data collection and public reporting initiatives. The survey is a trusted, transparent and evidence-based national tool in which more than 2,500 hospitals voluntarily participate free of charge.”

Of the 2,571 hospitals issued a Hospital Safety Score, 798 earned an A, 639 earned a B, 957 earned a C, 162 earned a D and 15 earned an F.

ECMC Scores High with Patient Ratings

ECMC has been awarded a three-star rating out of five by CMS for patient experience. This was among the highest scores in Western New York. The ratings are based on 11 publicly reported measures in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey.

This rating is a testament to ECMC’s extraordinary caregivers who not only ensure that patients receive great clinical care, but also create an environment of healing. Whether they work in environmental services, nursing at the bedside, the transporting of patients, or in an area that supports clinical staff, our ECMC caregivers all play an important role in patient experience at ECMC. We will continue to strive for even higher star ratings in the future, and we are confident that with the compassionate, kind, and sincere care provided every day we will reach that goal.

We thank our excellent ECMC caregivers for their tireless dedication and commitment to ensuring that every patient has a great experience and leaves ECMC understanding what "true care" is all about.

Terrace View Long-Term Care Commended for Favorable State Survey *Annual NYS Department of Health survey shows continuing improvement for long-term health care services*

Terrace View Long-Term Care Facility demonstrated a continuing, positive level of improvement for the care of its residents based on a NYS Department of Health survey.

Sharon L. Hanson, Chair, Erie County Medical Center Corporation (ECMCC) Board of Directors said, “Thanks to the dedicated caregivers and staff at Terrace View, the quality and care for the residents continues to improve every year, highlighting the great professionalism and compassion of everyone associated with this tremendous facility.”

Thomas J. Quatroche Jr., Ph.D., ECMC Corp. President and CEO said, “ECMC’s guiding mission is to provide every patient the highest quality of care delivered with compassion, which is reflected in Terrace View’s very positive survey from state DOH. I commend all of the excellent caregivers at this vitally important facility; they have demonstrated repeatedly their commitment to the residents they care for.”

Anthony De Pinto, Administrator, Terrace View Long-Term Care said, “The entire staff at Terrace View has worked tirelessly and with great determination to annually improve the level of care they provide our residents. I am confident this type of effort will continue and our future state Health surveys will only get better.”

Terrace View Long-Term Care Facility is a state-of-the-art residence that provides high quality care, comfort, skilled nursing services and rehabilitation services for seniors and others needing long-term care in a convenient location on the ECMC Health Campus in the Delevan-Grider community of Buffalo. This highly efficient long-term care facility and nursing home is designed to be patient-centered with a

neighborhood design that focuses on the best care. Terrace View is comprised of a: 390-bed nursing home; 66-bed short-term rehabilitation area; 20-bed ventilation unit; 16-bed behavioral intervention unit; and a 10-bed bariatric unit. Dedicated specialty beds for seniors with Alzheimer's and dementia residents receive 24-hour physician and skilled nursing care when needed and are right next door to all the resources and facilities of the ECMC hospital in the event of a serious illness or emergency.

ECMC Opens New, State-Of-The-Art Center for Orthopaedic Care
New facility doubles number of exam rooms; improves patient safety and convenience

On April 7th, the Erie County Medical Center dedicated its new, state-of-the-art Center for Orthopaedic Care, which includes 14 spacious exam rooms (double what had existed previously) and new safety features and improved patient amenities designed to ensure a better overall patient experience. The new 6,900 square foot Center is nearly four times larger than the hospital's former orthopaedic clinic, which opened in 1978.

In February 2015, members of ECMC's Executive Leadership, Orthopaedics and Ambulatory Services finalized plans to do a complete overhaul of ECMC's Orthopedic Clinic, moving it to a new location on the hospital's first floor, emphasizing the goal of improving care for our patients. From 2000 to 2010, patient visits to the former Orthopaedic Clinic increased by approximately 46% and between 2010 and 2015, 57,262 patient visits occurred at that location.

Sharon L. Hanson, Chair, Erie County Medical Center Corporation (ECMCC) Board of Directors said, "Together with the Salvatore Orthopaedic Unit that opened last year, our new Center for Orthopaedic Care will bring the highest level of outpatient orthopaedic care to patients throughout Western New York. This new facility has nearly double the number of exam rooms and all corridors feature handrails for patient safety and convenience. The unit's upgrades also include dedicated physician and nurse work areas and spacious registration and checkout areas for patient convenience, helping to ensure that our patients' experience meets their expectations."

Caregivers from Orthopaedics and Ambulatory Services collaborated on a Lean Six Sigma project dedicated to resolving various issues affecting their patients, including wait times, helping to design the new outpatient Center to improve service and enhance efficiency. Lean Six Sigma is a methodology that relies on a collaborative team effort to improve performance by systematically removing waste. The outcome is the new modern, state-of-the-art facility that replaces a cramped, outmoded inefficient space that did not meet the needs of patients, physicians, clinical caregivers or the important teaching of residents.

Thomas J. Quatroche Jr., Ph.D., ECMC President and CEO, said, "Patient experience is our highest priority and this new Center for Orthopaedic Care provides another demonstration of ECMC's commitment to the highest possible quality healthcare for anyone who seeks our services. This new facility, combined with our inpatient Russell Salvatore Orthopaedic unit and the Ambulatory Surgery Center, provides orthopaedic patients the best possible experience along the entire continuum of care. A positive patient experience and quality services are essential aspects of our overall delivery of healthcare services, which are reflected among the over 3,000 exceptional and skilled caregivers who everyday work to meet the needs of our patients."

Dr. Philip Stegemann, Chief of ECMC Orthopaedics, said, "ECMC is a special place, with dedicated caregivers, physicians, and now we have a beautiful new environment in this well-designed Center for Orthopaedic Care, which is conducive to healing for our patients. The patient has always been at the center of the care we deliver, and this new unit takes this level of commitment to our patients to another

level. Our mission not only involves patient care, but also education. It's an ideal space for teaching orthopaedic residents, medical students, nurse practitioners, and physician assistants.”

Other state-of-the-art features in the Center include in-room call and code systems, improved ventilation, widened doorways to accommodate varying sizes of wheelchairs and stretchers, and secure badge entry to clinical care areas. There is also a newly created pass-through to the Radiology Department, creating ease of access and improved throughput.

ECMC Awarded Gilead Sciences “Focus Grant”
Funds will support HIV, hepatitis B and C testing and testing-related services

On December 22, 2016, ECMC Corporation officials announced that ECMC has been awarded a grant from Gilead Sciences, Inc., to develop a replicable model program that embodies best practices in HIV and/or hepatitis screening and linkage to care.

The biopharmaceutical company Gilead researches, develops, manufactures, and markets human pharmaceuticals for certain diseases, including the hepatitis C virus (HCV), hepatitis B virus (HBV) and the Human Immunodeficiency Virus (HIV). Gilead will provide these funds to ECMC through its Frontlines of Communities in the United States (FOCUS) Program to financially support these efforts.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “We are thankful to Gilead for this grant, which will enable ECMC to better serve patients and improve their quality of life. The Centers for Disease Control and US Preventive Services recommendations, backed by this key support from Gilead, will help our caregivers to more effectively address the health and wellness needs of these patient populations throughout Western New York.”

ECMCC Immunodeficiency Program Manager Ellen O’Brien said, “We are grateful to Gilead for granting these funds. These dollars will enable us to develop a program structured to deal with the current gap in care caused by the inability to identify and ultimately treat many HIV-, Hep C- and Hep B-infected individuals.”

As described in the Gilead grant application, “a growing body of research shows that opt-out testing can play a strong role in getting more individuals tested, extending earlier and better care to infected individuals, improving quality of life, and promoting better disease management that reduces new infections. In light of the 2006 Centers for Disease Control (CDC) recommendations for routine opt-out HIV testing, the 2012 CDC recommendations for HCV screening, the US Preventive Services Task Force recommendations for routine HIV, HCV, and HBV screening, and other recognized best practices in HIV, HCV, and HBV screening,” Gilead has awarded this grant funding to ECMC to develop and promote a replicable model program that embodies best practices in HIV, HCV, and/or HBV screening and linkage to care.

In 2010, Gilead Sciences, Inc. launched the FOCUS program (On the Frontlines of Communities in the United States) to address one of the most pressing problems driving human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS) transmissions. At the time, an estimated one in five HIV-positive Americans, or approximately 230,000 people, did not know that he or she was infected. FOCUS was enhanced in 2013 to address Hepatitis C (HCV) and again in 2015 to address Hepatitis B (HBV) as a result of both the Centers for Disease Control and Prevention (CDC) and the United States Preventive Services Task Force (USPSTF) recommendations for HCV and HBV testing.

Employee of the Year 2016

Elizabeth "Liz" Weiss, Senior Medical Secretary, has been with ECMC for eight years and has worked in the hospital's Nursing Department for that entire period. As Employee of the Year, Liz received a \$1,000 check, an engraved crystal bowl, two tickets to next year's Springfest Gala and a one-year dedicated parking space for Employee of the Year.

Nurses of the Year 2016

At ECMC, outstanding care is made possible through the experience, hard work, and dedication of our nurses. From the compassion they bring to every bedside, to the leadership that helps their peers thrive in their own commitment to nursing excellence, we're proud to call some of nursing's best our own. Maria Hyjek, RN, BSN, Nursing Care Coordinator, was recognized as ECMC Nurse of Distinction for 2016. Georgia McPartlan, RN, BSN, WCC, Team Leader, Surgery/Ostomy and Wound Care, was recognized as ECMC Outstanding Staff Nurse for 2016.

Volunteer of the Year 2016

Marcia Vanderlinden was recognized as the 2016 Volunteer of the Year. Marsha joined the Volunteer Board in 2005 after retiring. She is currently the acting Vice President of the Volunteer Board and has served many years in this position.

Daisy Nursing Award Winners for 2016

The Daisy Award is a national recognition to honor the amazing work nurses perform for patients and families every day. Nominations are submitted by a patient or family member to applaud the nurse's dedication and compassionate care during the patient's stay. The Nurse Recognition Committee picks a nurse anonymously, based on their nomination awarded in a surprise ceremony.

Stephanie Blair, RN, of 10th floor, was the recipient of the Daisy Award. Stephanie received her nomination from a patient she cared for on her floor. She was honored for her integrity, her compassionate care, and her ability to make the patient feel at ease. The patient felt that Stephanie personified the ECMC mission of compassionate care while attending to her at all times.

Kimberly Degnan, RN, of 10th floor, was the recipient of the Daisy Award. Kim was nominated by a kidney transplant family after she sat with them and eased their fears and anxiety. The family was so impressed and touched by Kim's care that they wrote a beautiful nomination letter to our Daisy Committee.

Jennifer Weierheiser, RN, 7th floor, has been honored as a Daisy Award winner. With all her patients and families, Jen takes the time to connect on a personal level. For example, Jen was able to make one grateful 92-year-old woman feel like her wishes and concerns were always addressed, while providing emotional support and allowing for the patient to maintain her independence. Jen's care, compassion, humor and respect for the patient and for the traumatic event she had experienced gave the patient and her family the coping skills to get through each day with small victories and hope for more.

ECMC hosts 2016 Critical Care Nursing Conference

The Erie County Medical Center Corporation (ECMCC) held the Critical Care Nursing Conference for 2016, “Basing Your Practice on the Evidence.” The annual conference is designed to provide knowledge of the best practices, current trends, and contemporary topics pertaining to the care and management of the critically ill patient. Through the knowledge and experts in the field, nurses are able to base their practice on the evidence.

ECMC Rehab Services hosts second annual Rehab Symposium

In the spring of 2016, ECMC and the ECMC Foundation held its second Rehab Symposium, titled “A Multidisciplinary Approach to the Neurologically Impaired Patient.” For this conference, many of the Rehabilitation Department’s experienced clinicians were invited to speak on a variety of topics pertaining to rehabilitation for patients with neurological diagnoses and impairments. Area therapists, rehab professionals, and therapy students from the community were invited to learn about some of the unique and specialty services that are available at ECMC. The keynote speaker was Susan Bennett, PT, DPT, EdD, NCS, MSCS, who lectured on “Rehabilitation in Multiple Sclerosis: Promoting Functional Recovery and Neuroplasticity.” Over 110 people attended the conference which included a vendor fair. The feedback from the attendees was overwhelmingly positive.

ECMC Physical Therapy Dept. at School 84 Earns Clinical Education Award

The Physical Therapy Department at Public School #84 Health Care Center for Children at ECMC was recently awarded the “Outstanding Center for Physical Therapy 2015 Clinical Education Award” by the New York / New Jersey Physical Therapy Clinical Education Consortium. School #84 Health Care Center for Children, located on the ECMC Health Campus, is the designated school in the district for students with severe disabilities and illnesses and has 165 students in grades K-12. ECMC provides one senior physical therapist and one staff physical therapist at the school.

The winner of this award demonstrates the following criteria: promotes best practice, offers a diverse or advanced clinical experience to physical therapy students, has well designed clinical teaching methods and/or materials and demonstrates outstanding communication skills with students and academic programs. The nomination was made by the clinical education staff from D'Youville College. A ceremony to present this award took place at School #84. Representatives from D'Youville College, Daemen College, the University at Buffalo, ECMC, Associated Physical and Occupational Therapists and former physical therapy students of School #84 were present during the award presentation.

ECMC Symposium Featured Wound Care Experts

On September 24th, 2016, the ECMC Center for Wound Care and Hyperbaric Medicine and the ECMC Foundation held the fifth annual “Wound Care Symposium.” The event was titled, “The Future of Wound and Hyperbaric Medicine: Can Your Practice Survive?” The Center for Wound Care and Hyperbaric Medicine at ECMC provides specialized treatment for chronic or non-healing wounds that have not significantly improved from conventional treatments. Several distinguished wound care specialists addressed approximately seventy clinicians in attendance during this conference. The Center for Wound Care and Hyperbaric Medicine at ECMC represents a partnership between ECMC and SerenaGroup™, Inc. The Center provides specialized treatment for chronic or non-healing wounds, which are defined as sores or wounds that have not significantly improved from conventional treatments.

CEO Tom Quatroche joined Governor Cuomo after Ride for Breast Cancer Screening

ECMCC President & CEO Tom Quatroche Jr., PhD, was proud to help welcome Governor Andrew M. Cuomo, Sandra Lee and Lieutenant Governor Kathy Hochul for the conclusion of the final leg of the state's first-ever breast cancer motorcycle ride – touring upstate New York and riding through the Capital Region, Mohawk Valley, Central New York, the Finger Lakes and Western New York.

The ride supported the Governor's comprehensive "Get Screened, No Excuses" campaign, which marks the nation's most aggressive effort to eliminate barriers to treatment, remove insurance hurdles and expand access to life-saving screenings. The ECMC Foundation's Mobile Mammography Unit was invited to participate in the event, helping to raise awareness on the importance of early breast cancer screening and treatment. Since ECMC Foundation's Mobile Mammography Coach was launched in 2012, over 11,000 women were screened on the coach.

Buffalo Bills and ECMC host 11th Annual Billie Weekend featuring Buffalo Bills and Mobile Mammography

October 14th, 2016, kicked-off the Billie Weekend in Western New York with the annual Billie VIP party at 716 Food & Sports. Members of the Buffalo Bills and their families were on-hand to show their support for breast cancer awareness and the ECMC Mobile Mammography Coach. The fun began with a Friday night kickoff party with food and entertainment. On Sunday the 16th, the Buffalo Bills played the San Francisco 49ers and once again showed how much they Billie in supporting Breast Cancer Awareness and the ECMC Mobile Mammography Coach. ECMC breast cancer survivors were honored during pre-game festivities on the football field as part of the NFL's Crucial Catch Campaign.

ECMC Oral Cancer Screening Program Opened to High-risk Individuals

Oral cancer is a quiet but deadly disease. Oftentimes it exhibits no symptoms until after it has spread outside the mouth, typically to the neck. The earlier these cancers can be detected, the better chances that they can be successfully treated. The ECMC Early Oral Cancer Detection and Diagnosis Screening Program is designed to detect head and neck abnormalities and cancers at the earliest and most treatable stages. Individuals at risk for head and neck cancer are currently eligible for screening as part of a research study entitled: *A Biorepository and Databank for Identifying Biomarkers for Oral Cancer*. The Department of Dentistry/Oral Oncology & Maxillofacial Prosthetics together with the Department of Head & Neck/Plastic & Reconstructive Surgery brings surgeons and dentists together to better understand, prevent, and treat these types of cancers.

ECMC joins hundreds of Organizations to Increase Colorectal Cancer Screening Rates across the Nation

March is Colorectal Cancer Awareness Month and ECMC celebrated in 2016 by making the pledge to help increase colorectal cancer screening rates by supporting the 80% by 2018 initiative, led by the American Cancer Society (ACS), the Centers for Disease Control and Prevention (CDC) and the National Colorectal Cancer Roundtable (a coalition co-founded by ACS and CDC). Dr. John Fudyma, Associate Director, ECMC Corporation, joined Mayor Byron Brown and other participating representatives at Buffalo City Hall to sign the pledge.

Colorectal cancer is the nation's second-leading cause of cancer-related deaths in the U.S. when men and women are combined; however, it is one of only a few cancers that can be prevented. Through colorectal cancer screening, doctors can find and remove hidden growths (called "polyps") in the colon, before they become cancerous. While colorectal cancer incidence rates have dropped in the U.S. among adults 50 and older, it is still the second leading cause of cancer death in the United States, despite being highly preventable, detectable and treatable. In fact, it is estimated that in 2016, 134,490 cases of colorectal cancer will be diagnosed.

"80% by 2018" is a National Colorectal Cancer Roundtable (NCCRT) initiative to substantially reduce colorectal cancer as a major public health problem and work towards the goal of 80% of adults aged 50 and older being regularly screened for colorectal cancer by 2018. Leading public health organizations, such as NCCRT, CDC and the ACS are rallying organizations to embrace this shared goal. If the goal of 80% by 2018 goal is achieved, 277,000 cases and 203,000 colorectal cancer deaths would be prevented by 2030.

9th Annual ECMC Summer Youth Internship Program A Huge Success *Hospital program continues to stand as the only such program in the region*

On June 29, 2016, the ECMC Corporation's 9th Annual Summer Youth Internship Program held an orientation for 125 high school students who participated in a four-week comprehensive self-development program for area high school students administered by the ECMC Foundation. Fifty percent of the participating students come from Buffalo Mayor Byron Brown's Summer Youth Employment and Internship Program.

The program offers summer interns a hospital-based career exploration to stimulate interest in employment in health services and to help meet the future need for qualified personnel in this field. They are required to work two (2) six hour days for a total of 12 hours per week, which includes a hospital-based career exploration program; a heart health education program, an accident prevention course and/or a CPR certification course.

Buffalo Mayor Byron Brown said, "My annual summer youth employment and internship program has put thousands of young people from neighborhoods all throughout our city to work and this opportunity at ECMC will provide these high school students with real-life health care workplace experience, where they'll see firsthand the demands of a critically important work environment that has such an important impact on the lives of citizens. I am very appreciative and thankful that ECMC partnered with my Administration on this very worthy summer youth employment initiative, providing valuable work experience that will lead our children to realize a brighter future."

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, "Healthcare is a growing industry in Western New York, and ECMC is proud to play our part to educate our youth and provide opportunities to serve the patients of our community. These students are brought into the daily workings of ECMC and are provided an in-depth understanding of how our hospital functions and cares for the patients we serve. Thanks to the strong support of Mayor Brown and the ECMC Foundation, this is an excellent opportunity for the students to become better acquainted with the important role hospitals play in serving our community."

ECMC Now Offering Portable Hemodialysis System for Home Use
Home Hemodialysis Treatments Can Improve Health and Quality of Life

The ECMC Dialysis Center announced it is offering home hemodialysis with the NxStage System One, the only truly portable hemodialysis system cleared by the FDA for home use during the day or overnight. More patients in the community now have the opportunity to experience the health and quality of life benefits of more frequent and/or longer home hemodialysis treatments.

Chronic kidney failure, also known as End-Stage Renal Disease, or ESRD, is a life-threatening condition that occurs when both kidneys are no longer able to process the body's wastes and excess fluids. To survive, ESRD patients require kidney replacement therapy for the rest of their lives either in the form of a transplant or some type of dialysis. More than 500,000 patients in the U.S. suffer from ESRD, and that number is expected to double in the next 10 to 15 years due to the alarming rise in diabetes, obesity and hypertension.

Hemodialysis, the cycling of the patient's blood through a filter and back to the patient, is the most common form of kidney replacement therapy. For the majority of people, this means going to an outpatient center three times a week for about four hours each session. This is a demanding regimen that intrudes upon family life, work and vacation planning. Although this treatment method is effective for many patients, research has shown significant health benefits can be attained from more frequent or longer duration hemodialysis, which is only logistically practical to do in the home setting. ECMC is now offering its ESRD patients this new treatment option that makes the potential benefits of home hemodialysis more attainable.

“Performing more frequent or longer dialysis in the home provides patients with better clinical outcomes as well as an improved quality of life,” said Mandip Panesar, MD, Medical Director, Hemodialysis Unit, ECMC. “Patients have been very receptive to the NxStage system since it offers them the ability to perform sessions in their home, with more freedom and flexibility as to when and where they do their treatments. Because it mimics a working kidney more closely, more frequent and longer hemodialysis has been shown to reduce the stress on the heart, improve post-dialysis recovery time, better control blood pressure with fewer medications, provide improved mental and physical health, and lower the risk of death.”

ECMCC Appoints New Chief Operating Officer
*New COO brings over 20 years of experience in health care administration,
financial management and quality care*

On August 30, 2016, the Erie County Medical Center Corporation announced the appointment of Andrew L. Davis, MBA, as the organization's new Chief Operating Officer. The appointment of Mr. Davis came following a national search to fill the position. A resident of Braintree, MA, Mr. Davis has served in a variety of senior management positions in health care organizations in Florida, Massachusetts, North Carolina and Washington, D.C.

ECMCC Chair Sharon L. Hanson said, “We are thrilled to announce that Andy Davis is joining ECMCC as Chief Operating Officer. He brings a depth and wealth of experience that will contribute significantly to our ongoing delivery of health care services, as well as play a key role in the development and execution of future activities throughout our system of care.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “ECMCC was fortunate to meet and interview several highly qualified candidates for this critically important senior management position and Andy emerged as the very best individual from a talented group of applicants. His strong background in

health care, financial and operations management, knowing well the complexity of managing hospitals in an ever changing landscape, will play a key role as we continue ECMCC's commitment to deliver the highest quality care for the residents of Western New York. As we continue to grow and expand our strategic collaborations with entities like Kaleida Health and the University at Buffalo, along with ECMCC's key role in the Millennium Collaborative Care effort, I am confident Andy's background and experience will strengthen further the various initiatives we pursue jointly with our health care partners."

Most recently, Andy Davis served as Interim Chief Executive Officer at United Medical Center in Washington, D.C., a 354-bed acute care hospital and skilled nursing facility. Prior to that position, he was President of Steward Carney Hospital in Massachusetts. He began his career in the early 1990's as a staff accountant, rising to senior auditor for a CPA firm in Pensacola, FL, whose clients included health care facilities, non-profit organizations that received federal funding and assisted living facilities. Over the next 18 years, Andy served six different health care facilities in various financial management capacities, including Director of Internal Audit, Assistant Controller and Chief Financial Officer, ascending eventually to Chief Operating Officer at Franklin Regional Medical Center in North Carolina and Chief Executive Officer at Sandhills Regional Medical Center and then Davis Regional Medical Center, both located in North Carolina.

ECMC Announces Hiring of Vice President of Communications and External Affairs

Peter K. Cutler was hired as the organization's Vice President of Communications and External Affairs. In this position, Mr. Cutler is responsible for all internal and external communications, publications, web site and social media, and community and government relations.

"We are very pleased that Peter is joining the ECMC family, bringing his years of communications, public affairs and public policy experience to our organization," Thomas Quatroche, President & CEO, ECMCC said. "His extensive knowledge of public communications, depth of experience in both the public and private sectors, and his understanding of issues connected to our community will be a tremendous asset for ECMC."

A Buffalo native and graduate of Bennett High School, Cutler has served in the administration of two New York State Governors – Mario M. Cuomo (Brooklyn Regional Representative; Deputy Director of Scheduling; and Director of Communications, NYS Dormitory Authority) and Andrew M. Cuomo (Director of Communications, NYS Department of Corrections and Community Supervision; Director Of Communications, NYS Division of Homeland Security and Emergency Services; Director of Communications and Special Projects, Erie Canal Harbor Development Corporation/Empire State Development, Buffalo Regional Office) – and two Buffalo mayoral administrations – Anthony M. Masiello (Director of Communications) and Byron W. Brown (Director of Communications). He began his professional career at ABC-News in New York City and has also worked in Buffalo for two advertising/public relations companies, Eric Mower Associates and the former Travers Collins Company. He received his Bachelor of Arts degree in History from Lake Forest College in Lake Forest, IL. He and his wife reside in Buffalo.

**ECMC’s Linda Schwab One of First in Nation to become
Board Certified Trauma Registered Nurse**

As of 2016, The Board of Certification for Emergency Nursing (BCEN) now recognizes ECMC Trauma Program Manager Linda Schwab, MS, RN, as a Trauma Certified Registered Nurse (TCRN). Schwab becomes one of the first trauma nurses in the country to take and pass the new exam to earn this credential through the BCEN. The TCRN is the first trauma-specific, national credential that designates expertise in trauma.

According to the BCEN, “The certification exam incorporates the body of knowledge in trauma nursing across the continuum of care, from injury prevention through reintegration to home. To qualify for the exam, one must hold either a current unrestricted Registered Nurse License in the United States or its Territories, or a nursing certificate equivalent to a Registered Nurse in the United States.” BCEN also recommends an average of 1,000 practice hours per year across the trauma care continuum over a two year period before taking the exam.

Linda Schwab has served in various clinical positions during her 35 years at ECMC. As Trauma Program Manager (2004-present) she works regionally and in collaboration with statewide committees to establish trends in the incidence of traumatic accidents and to implement research-based practice changes in trauma care and public health policy. She is extensively involved in outreach education for injury prevention.

Since the early 1960s, ECMC has set trends in trauma and emergency care, developing practices, procedures and in some cases devices (such as the first crash cart) that have since become standards of care now utilized in hospitals across the nation and the globe. ECMC is designated a Regional Adult Trauma Center by the New York State Department of Health (2015) and Nationally Verified as a Level 1 Trauma Center by the American College of Surgeons (2015). ECMC has achieved the best trauma survival rate of all trauma centers in the State, according to a July 2006 report from the New York State Department of Health (www.health.state.ny.us). ECMC offers trauma and burn educational programs for professionals as well as the general public.

**Dr. Michael Cummings Appointed Associate Medical Director,
Behavioral Health Services**

Erie County Medical Center Corporation formally announced the appointment of Michael R. Cummings, MD, to the position of Associate Medical Director, Behavioral Health Services.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD, said, “Dr. Cummings has a proven record of success as Executive Director of our Behavioral Health Center of Excellence. His expertise and highly regarded reputation for innovative and groundbreaking behavioral health treatment protocols have solidified ECMC’s leading position in this critically important area of healthcare. Appointing him as Associate Medical Director is the next logical step as we address the need to further enhance and augment these services on-campus and in our community.”

ECMC Corporation Chief Medical Officer Brian M. Murray, MD, said, “This is a well-deserved appointment for Dr. Cummings, who has been acting in this capacity for the past two months and has already made a tremendous impact on our programs in addition to his role as Executive Director of Behavioral Health at ECMC.”

Dr. Cummings is also the Assistant Professor and Vice Chair of the Division of Community Psychiatry in the Department of Psychiatry, the State University of New York at Buffalo (S.U.N.Y. Buffalo), and the

Program Director of Pediatric Behavioral Health for Women and Children's Hospital of Buffalo. He has clinical and administrative oversight of adolescent and adult forensic care within much of Erie County, oversight of high-needs children and adults within community mental health centers and the CPEP (Comprehensive Psychiatric Emergency Program) and responsibility for teaching and supervising clinicians within these settings. He also oversees all psychiatric and chemical dependency services at ECMC and at Women and Children's Hospital of Buffalo.

Dr. Cummings studied nutritional sciences at Cornell University as an undergraduate and completed medical school and residencies in psychiatry and child psychiatry at S.U.N.Y. Buffalo.

Dr. Cummings has received numerous awards, most recently the Mental Health Association of Erie County Outstanding Professional of the Year Award and he has authored many publications in his field.

Dr. Kathleen Grimm appointed Director of Palliative Medicine

Dr. Kathleen T. Grimm, MD, MHSc, was appointed Director of Palliative Medicine at ECMC. Dr. Grimm has already been providing palliate care at ECMC and has established a diverse community outreach team. She is a strong advocate for the role of palliative care in filling the large gap between the onset of chronic disease and the need for hospice care at the end of life. Dr. Grimm is also working to address the large disparities in care in chronic diseases and has been making presentations on The Conversation Project, the initiative to encourage conversations about wishes and plans for end-of- life care. Based on her passion for this work and ECMC's mission of care, Dr. Grimm provides these services to the ECMC community as the new Director of Palliative Medicine.

Dr. Grimm is a graduate of the School of Medicine and Biomedical Sciences at UB and completed a four-year residency in combined Internal Medicine/ Pediatrics in Buffalo. Following her residency, she was in private practice for over ten years, then worked at the UB Medicine/Pediatrics Linwood Avenue Clinic and at Children's Hospital of Buffalo Adolescent Clinic, where she actively participated in the teaching of residents and medical students. Dr. Grimm completed a master's program in bioethics at the University of Toronto in 2008.

ECMC VP of Clinical Integration Dr. John Fudyma recognized for exceptional teaching skills

John Fudyma, MD, MPH, received honorable mention for the Siegel Award. This award is given by UB medical students to honor exceptional teachers who have outstanding instructional skill, ability to stimulate thinking and develop understanding in students, demonstration of sensitivity toward the human condition, and ability to serve as a role model for students. Dr. Fudyma is the Division Chief for General Internal Medicine at both UB and UBMDIM, an associate professor at UB and Vice President of Clinical Integration at Erie County Medical Center Corporation.

Mary Rhinehart appointed Director of Critical Care Education

Mary Rhinehart, RN, MSN, was appointed to the position of Director of Critical Care Education. Mary comes with a vast array of critical care experience including trauma and burn care previously at ECMC. Mary has worked as manager of hospital development for Unyts and most recently a Critical Care Educator. She holds her master's degree in nursing education, and is currently an adjunct Nursing Professor at Daemen College.

Kelly Showard Appointed Director of Community Relations

Kelly Showard, MS, was appointed Director of Community Relations. Kelly is experienced in developing, coordinating, and implementing programs aimed at eliminating racial, ethnic and socioeconomic health inequities including issues of disparity. In this position, she is responsible for developing and managing community partnerships with businesses, service providers, community-based groups, faith communities, public and private organizations, non-profit organizations and school districts. Kelly served as the director of communications for Millennium Collaborative Care, the Medicaid redesign program of WNY created to reduce avoidable emergency room visits and hospitalizations. Previously, Kelly was the program manager for health engagement outreach for the eight counties of Western New York with the P2 Collaborative of WNY. Her work focused on empowering communities to address social determinants of health they believed would have the greatest impact on their health.

I-2.) Financial reports, including (i) audited financials in accordance with all applicable regulations and following generally accepted accounting principles as defined in subdivision ten of section two of the state finance law, (ii) grant and subsidy programs, (iii) operating and financial risks, (iv) current ratings, if any, of its bonds issued by recognized municipal bond rating agencies and notice of changes in such ratings, and (v) long-term liabilities, including leases and employee benefit plans

- (i) Audited Financial Report – Report at and for the year ended December 31, 2016 is included in this report**
- (ii) Grant and Subsidy programs - please see page 49 of Audited Financial Report “Schedule of Expenditures of Federal Awards”**
- (iii) Operating and Financial Risks**

The Operating and Financial Risks are discussed within the Audited Financial Report attached.

(iv) Current Bond Ratings

Information related to the long term debt and bonds of ECMCC are contained within the audited financial report attached. There are no ratings associated with the debt of ECMCC and the reader should look to the ratings of Erie County whose relationship with the debt is also discussed within the audited financial report.

(v) Long Term Liabilities and Employee Benefit Plans


Long term liabilities, including those associated with employee benefit plans are presented in the audited financial report attached.

I-3.) Mission statement and measurements including its most recent measurement report

ECMC Corporation Mission Statement: To provide every patient the highest quality of care delivered with compassion.

ECMC Corporation Affiliation Statement: The ECMC Corporation is affiliated with the University at Buffalo School of Medicine and Biomedical Sciences.

ECMC		
Mission	Vision	Core Values



Mission



To provide every patient the highest quality of care delivered with compassion.

Vision

ECMC WILL BE A LEADER IN AND RECOGNIZED FOR:

- High quality family centered care resulting in exceptional patient experiences.
- Superior clinical outcomes.
- The hospital of choice for physicians, nurses, and staff.
- Strong collaboration with community partners to improve access to healthcare and the quality of life and vitality of the region.
- Academic affiliations that provide the best education for physicians, dentists, nurses, and other clinical staff.

The difference between healthcare and true care™



		ECMC	
Mission	Vision	Core Values	

Core Values

ACCESS
All patients get equal care regardless of their ability to pay or source of payment. We address the healthcare needs of each patient that we can appropriately serve, without bias or pre-judgment.

EXCELLENCE
Excellence is a standard that will never be lowered; there is an expectation of excellence in all areas.

DIVERSITY
We recognize the importance and value of diversity and the enrichment that diversity can bring to ECMCC.

FULFILLING POTENTIAL
We respect the value and potential of each individual as offering a significant contribution to the good of the whole organization. Personal growth and development is important for organizational success.

DIGNITY
Each individual, no matter his or her limitations, background or situation, has intrinsic dignity and unique capabilities.

PRIVACY
We honor each person's right to privacy and confidentiality.

FAIRNESS and INTEGRITY
Equity and fairness are guidelines for all decision-making. We demand personal and institutional integrity.

COMMUNITY
In accomplishing our mission we remain mindful of the public's trust and are always responsive to the immediate surrounding community and our natural environment. This commitment represents both our organization and us as individuals. A successful future for ECMCC depends on a vibrant community and a healthy environment.

COLLABORATION
Collaboration with other organizations is beneficial within the context of our mission and is fundamental to achieving our goals.

COMPASSION
All involved with ECMCC's service delivery demonstrate caring, compassion, and understanding for patients, employees, volunteers, and families.

STEWARDSHIP
We can only be successful in carrying out our mission through solid financial performance and by assuring that resources provided to us are used effectively, in the way they were intended, and for the benefit of our patients and community.

The difference between healthcare and true care™



I-3.) Mission statement and measurements including its most recent measurement report

**Authority Performance Measurement Report
December 31, 2016**

Name of Public Authority: **Erie County Medical Center Corporation**

List of Performance Goals – 2016:

1. Achieve and maintain a high level of quality in all clinical services
2. Business performance – expand clinical growth, maintain profitability
3. Focus on Patient Experience
4. Focus on Collaboration/Care Redesign

**Authority Performance Measurement Report
December 31, 2016**

Name of Public Authority: **Erie County Medical Center Corporation**

List of Performance Results – 2016:

1. Achieve and maintain a high level of quality in all clinical services
 - Received Joint Commission Accreditation through September 2019
 - 2016 Women’s Choice Award: Best Hospital for Patient Safety
 - Leapfrog score “B”
 - Terrace View Star Rating: 3 Stars
 - Achieved AHA – GWTG Stroke and CHF Gold Plus recognition
 - NCQA recognition for patient center medical home Level 3
 - OMH survey- 3 year operating certificates received
 - 21 successful surveys completed by various regulatory agencies
2. Business performance – expand clinical growth, maintain profitability
 - Added physicians in orthopedics (2), cardiology (3), bariatrics (1) , new hospitalist (1), and neurosurgeon (1)
 - Orthopedic Center opened April 7th, 2016
 - Opened 16th Surgical suite
 - MWBE Goal Exceeded
 - Continued improvement in Average Length of Stay
 - 2.5% increase in inpatient discharges (18,839 vs. 18,375)
 - 3.7% increase in general surgeries (12,639 vs. 12,188)
 - 3.0% increase in emergency room visits (69,290 vs. 67,267)
 - 5.0% increase in outpatient visits (306,564 vs. 292,040)
 - 25.5% increase in transplant surgeries (128 vs. 102)
 - Reduced employee turnover by 50%
 - Reduced ALC patient volume

3. Focus on Patient Experience
 - CMS Patient Experience: 3 Stars (1 of only 2 hospitals in WNY)
 - Continued five (5) year trend of improvement in HCAPS scores
 - Serenity Room opened
 - Painted and Installed Healing Ceiling tiles
 - Implemented post discharge follow up program
 - Patient Experience open house
 - Implemented the “Quiet at Night” initiative
 - Hiring of Patient Experience Manager
 - Patient Advisory Council : Mapping patient touch points
 - Dedicated Patient Experience corridor combining Patient Experience Office, Patient Advocates, Pastoral Care, Clinical Patient Liaison, and Family Center

4. Focus on Collaboration/Care Redesign
 - Seamless integration of HEALTHeLINK within our inpatient electronic medical record
 - Improvement in Medicaid transportation services
 - Community Stroke Awareness program
 - Trauma training
 - Mash Urgent Care Center collaboration
 - Community Outreach Recruitment program

**Authority Performance Measurement Report
December 31, 2016**

Name of Public Authority: **Erie County Medical Center Corporation**

List of Performance Goals – 2017:

1. Achieve and maintain a high level of quality in all clinical services
2. Business performance/Operations – expand clinical growth, maintain profitability
3. Focus on Patient Experience

I-4.) Schedule of bonds and notes outstanding at the end of its fiscal year, together with a statement of the amounts redeemed and incurred during such fiscal year as part of a schedule of debt issuance that includes the date of issuance, term, amount, interest rate and means of repayment. Additionally, the debt schedule shall also include all refinancings, calls, refundings, defeasements and interest rate exchange or other such agreements, and for any debt issued during the reporting year, the schedule shall also include a detailed list of costs of issuance for such debt

Erie County Guaranteed Senior Revenue Bonds, Series 2004

No bonds were issued, called, or re-financed during 2016.

\$2,860,000 of bonds matured or were redeemed in 2016.

\$81,930,000 of 2004 bonds remain outstanding at December 31, 2016.

Erie County Loan Payable

No debt was issued, called, or re-financed during 2016.

\$5,000,710 in principal payments were made in 2016.

\$75,810,973 of debt is outstanding at December 31, 2016.

Key Government Finance Master Tax Exempt Lease/Purchase Agreement

During 2015, the Corporation entered into a \$10,000,000 capital lease obligation

\$2,115,958 in principal payments were made in 2016.

\$7,807,816 of debt is outstanding at December 31, 2016.

Key Bank Loan

During 2016, the Corporation entered into a \$8,100,000 business loan

No principal payments were made in 2016.

\$8,100,000 of debt is outstanding at December 31, 2016.

For additional information, please see Footnote #8 of the Audited Financial Report

**ECMC Corporation Annual Report as required by New York Public
Authorities Law – Sections 2800 and 3642**

I-5.) A compensation schedule, in addition to the report described in section twenty-eight hundred six of this title, that shall include, by position, title and name of the person holding such position or title, the salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary is in excess of one hundred thousand dollars; (5-a) biographical information, not including confidential personal information, for all directors and officers and employees for whom salary reporting is required under subparagraph five of this paragraph.

LAST NAME	FIRST NAME	MIDDLE INITIAL	TITLE	TOTAL COMPENSATION
Abbey	Denise	L	Behavioral Health Clinical Manager	109,950.55
Ahmed	Mohamed	S	Medical Specialist PT	146,442.86
Amsterdam	Daniel		Director Laboratory	175,362.38
Anders	Mark	J	Medical Specialist	114,409.50
Arnold	William	R	Nursing Informatics Mgr	112,978.00
Bailey	Steven	E	Nursing Supervisor LTC	111,148.61
Bartosiewicz	Christine	M	General Duty Nurse	105,315.51
Beauchamp	Sandra	A	Nurse Case Manager	103,356.72
Beckman-	Karen	M	Clinical Nurse Specialist Emerg Svcs	132,370.34
Betha	Marquita	E	Director of Admissions LTC	100,334.88
Billittier	Anthony	J	Assistant Medical Director ECMC	216,153.23
Blair	Lindsey	N	Charge Nurse	101,280.47
Borton	Angela	R	Pharmacist	112,092.99
Brinker	Debra	L	Charge Nurse	100,369.22
Brinkworth	Jennifer	L	Charge Nurse	111,457.02
Brock	Carole	D	Anesthetist	182,323.29
Brown	Dana	A	Anesthetist	183,567.58
Brown	Donna	M	Associate Hospital Administrator	112,999.68
Brown	Lisa	K	Director of Nursing Service LTC	107,019.00
Brown	Jillian	S	Behavioral Health Clinical Manager	100,708.97
Brundin Jr	Douglas	A	Anesthetist	171,616.32
Burke	Mark	S	Attending Physician	567,068.42
Burridge	Suzanne	L	Pharmacist ECMC	118,122.90
Burt	Mary	M	Charge Nurse	103,943.68
Bystrak	Cathy		General Duty Nurse	117,117.00
Carcaterro	Shawn	E	Minimum Data Set Specialist	103,552.47
Carroll	Laurel	A	Behavioral Health Clinical Manager	104,110.72
Caruana	Joseph	A	Attending Physician	398,973.38
Cassetta	David	C	Charge Nurse	120,949.60
Cavaretta	Mark	F	Attending Physician	347,509.22
Cherkis	Jennifer	L	Transplant Coordinator	156,391.98
Chizuk	Steven	M	Director of Budget ECMCC	118,000.61
Cieri	Margaret	M	Nursing Care Coordinator	116,997.04
Cirillo	Joseph	B	Director Public Relations Communication	100,352.06
Cleckley	Shonda	S	Unit Manager Behavioral Health	100,933.99
Cleland	Richard		Chief Executive Officer ECMC	599,999.92
Colebeck	Amanda	C	Dentist MC	126,923.20
Colomaio	Rosemarie	F	Nurse Case Manager	106,920.19
Colucci	Anthony	J	General Counsel RPT	527,824.73
Coniglio	Julia	G	Anesthetist	156,638.87

**ECMC Corporation Annual Report as required by New York Public
Authorities Law – Sections 2800 and 3642**

Cramer	Peggy	M	Consultant IV PT	187,478.59
Culkin-	Julianne	M	Chief Human Resources Officer	259,615.60
Cumbo	John	N	Director of Technical Services	151,315.62
Cutler	Peter	K	VP of Communications & External Affairs	141,851.60
Cutrona	Sandra	R	Director of Medical Records	105,557.52
Czajka	Valerie		Nursing Supervisor LTC	102,712.62
D'Amaro	Gerald	F	Administrative Director of Laboratory Se	102,981.00
Darling-	Mollyann		Charge Nurse	130,004.82
Davis	Howard	I	Anesthesiologist ECMC MC	498,920.42
Davis	Kristen	M	Vice President Managed Care	146,394.00
Davis	Andrew	L	Chief Operating Officer ECMC	121,538.34
Davis	Cassandra	A	Assistant VP Ambulatory Services	103,292.16
DeLaPlante	Suzanne	J	Clinical Perfusionist	131,004.98
DelGuidice	Natalie		Clinical Pharmacy Specialist	120,368.44
DelPrince	Becky	S	VP of Systems and Integrated Care	159,227.68
DelVecchio	Regina	A	Staff Counsel ECMC	126,153.06
Denisco	Dawn	M	Anesthetist	187,365.93
DePinto	Anthony	T	Administrator LTC	144,499.40
Dhillon	Jaspreet	K	Attending Physician RPT	240,227.30
Diina	David	J	Nurse Practitioner Rehab Services	143,455.97
Dipirro	Michele	L	Nursing Team Leader LTC	118,253.94
Dobson	Judy	L	VP Medical Surgical Nursing Svcs.	160,268.71
Dolansky	Evan	P	Pharmacist ECMC	117,560.35
Durante	Shelley	A	Anesthetist	178,523.86
Dvinova	Larisa	M	Charge Nurse	102,488.47
Eckert	Patricia	L	Senior Ultrasonographer	123,500.13
Ejimadu	Fidelia	C	Charge Nurse	101,056.45
Erhardt	Robert	M	Chief Hospital Public Safety Officer	161,835.16
Ervolina	Daryl	M	Senior Pharmacist ECMC	129,597.01
Everett	Charles	W	Anesthesiologist ECMC MC	490,511.73
Fagan	Lisa	M	Transplant Coordinator	127,965.55
Farrell	Kristin	R	Nursing Team Leader	111,785.52
Feidt	Leslie	A	Chief Information Officer ECMC	209,703.37
Fenner	Nicholas	J	Pharmacist	114,415.26
Ferguson	Richard	E	Clinical Director RPT	320,575.63
Flynn	Douglas	G	AVP Facility Construction Maint.	171,753.00
Flynn	William	J	Clinical Director	158,221.92
Forgensi	Stacey		Anesthetist	160,194.47
Frustino	Jennifer	L	Junior Dentist Dental Oncology	212,085.36
Fryling	Kathleen	M	Transplant Coordinator	134,449.68
Furnari	Graziella		Clinical Pharmacy Specialist	120,824.29
Gagne	Melissa	S	Vice President Compensation & Benefits	144,749.42
Gallineau	Anne-Marie		Nursing Care Coordinator	120,272.25
Gary	Stephen	M	Chief Financial Officer ECMC	449,039.08
Gatti	Donna	M	Director CPEP	105,001.00
Gerard	David	G	Senior Pharmacist ECMC	148,604.91
Gerretsen	Carly	A	Nurse Practitioner Plastics Recons Surg	116,199.97
Gerwitz	Randy	A	Director Pharmacy	161,889.74
Gian	Kathleen	M	General Duty Nurse	122,746.76
Giordano	Donald	J	Clinical Resource Nurse Emerg Services	104,857.24
Gonzalez	Susan	M	Executive Director ECMC Foundation	152,589.88

**ECMC Corporation Annual Report as required by New York Public
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Gorczyński II	Thomas	S	Information Technology Systems Architect	117,662.38
Green	Karen	A	Nursing Supervisor LTC	121,545.25
Grolemund	Stephanie	A	Anesthetist	156,285.70
Grzebinski	Jane	F	Pharmacist ECMC	124,896.53
Grzybowski	Helen	T	In-Service Education Coordinator	102,382.68
Gunther	Mark	W	Assistant VP of BH & Community	120,000.39
Hartman	Sandra	A	Nursing Care Coordinator	109,216.19
Haseley	Nicole	M	Transplant Coordinator	122,472.29
Hastings	Lisa	A	Anesthetist	175,694.84
Hauss	Lisa Marie		Unit Manager Medical/Surgical	106,128.42
Haynes	Judith	M	Unit Manager Medical/Surgical	110,964.74
Hearon	David	H	Charge Nurse	116,597.72
Hepburn	Jeremy		Unit Manager Medical/Surgical	107,525.66
Hidalgo	Francisco		Code Compliance Manager	108,617.32
Hill	Tara	J	Charge Nurse	195,721.55
Hinderliter	Vanessa	S	Director Finance ECMC	120,092.06
Hoerner	Audrey	A	Nurse Practitioner Burn Treatment	125,348.28
Hoffman	Mary	L	Senior VP of Operations ECMC	350,000.04
Horesh	Fayelyn	J	Anesthetist	155,957.57
Hughes	Robert	L	Nurse Case Manager	100,676.86
Hunter	Dorathy	M	Charge Nurse	135,191.70
Hynes	Anne	Z	Nursing Supervisor LTC	110,517.18
Jensen	Erik	J	Anesthesiologist ECMC MC	538,955.75
Johnson	Jarrold	G	Senior VP of Operations ECMC	261,019.35
Johnson	Marie	A	Assistant Vice President of Rehabilitation	130,371.25
Johnson	Maureen	B	General Duty Nurse	105,992.04
Jones-Carter	Sandra	D	Charge Nurse	103,301.65
Kajtoch	Susan	F	Nursing Team Leader LTC	130,058.09
Kapral	Elizabeth	B	Dentist MC	129,981.43
Kayler	Liise	k	Clinical Director RPT	165,409.36
Keenan	Lisa	A	Chief Clinical Psychologist	109,732.64
Kiblin	Patricia	A	Unit Manager Medical/Surgical	111,134.75
Kimori	Everesto	M	Charge Nurse	124,695.03
Klenk	Scott	D	Anesthetist	179,458.88
Kline	Timothy	J	Unit Manager Critical Care	102,079.61
Knox	Nicole	L	Director of Transplantation	100,001.17
Kolbert	Cynthia		Charge Nurse	101,401.16
Konikoff	Karen	S	Assistant VP of Critical Care & Emergency	149,086.23
Kordasiewicz	Lynn	M	Nurse Practitioner Wound Care	120,076.13
Korff	Kathryn	C	Junior Dentist Dental Oncology	149,451.54
Kossoff	Ellen	B	Pharmacist ECMC	112,169.82
Ksiazek	Susan		Dir Of Med Staff Quality Education	153,014.51
Labelle	Marc	P	Assistant Vice President of Surgical Ser	112,904.09
Lakso	Madonna	L	Charge Nurse	104,420.98
Lauer	Sandra	L	Director of Continuum Care	111,115.60
Lavarnway	Nicole	M	Nursing Supervisor LTC	113,751.90
Lawley	Melinda	M	Unit Manager Critical Care	102,110.94
Lehman	Leorosa	O	Asst Director Clinical Lab Pathology	130,789.96
Lelonek	Susan	M	Charge Nurse	105,248.19
Lenhard	Eric		Pharmacist ECMC	110,206.01
Leyh	Virginia	M	Transplant Coordinator	140,361.16

**ECMC Corporation Annual Report as required by New York Public
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Lezynski	Sharon	A	General Duty Nurse	115,894.02
Liebel	Bruce	K	Reimbursement Director ECMC	107,597.59
Lim	Meghan	K	Pharmacist	111,473.40
Longobardi	Theresa		In-Service Education Coordinator	110,489.57
Loree	Thom	R	Clinical Director	732,083.46
Luangrath	Phousavath	N	General Duty Nurse	111,529.54
Ludlow	Charlene	J	VP of Safety & Security	176,272.88
Lymburner	Leslie	K	Controller	173,359.76
Mailloux	Justine	A	General Duty Nurse	124,534.06
Maki	Shirley	A	General Duty Nurse	102,624.00
Malovich	Jeanne	M	In-Service Education Coordinator	101,899.21
Marczak	Juliet	M	Nurse Practitioner Plastics Recons Surg	108,093.14
Marella	Melissa	A	Ultrasonographer	101,011.41
Markiewicz	Anthony	A	Vice President Clinical Business Intel.	158,013.46
Martin	Donna	M	Renal Services Support Nurse - Peritonea	126,250.74
Mason	Molly	A	Anesthetist RPT	124,034.87
Mazur	Christopher		Pharmacist ECMC	113,797.48
Mcdougall	Sarah	N	Pharmacist	110,748.71
McGuigan	Jessica	L	Unit Manager Medical/Surgical	104,824.01
Melvin	Sonja	M	Unit Manager Medical/Surgical	106,226.15
Mentecky	Donna	M	Senior Pharmacist ECMC	132,974.18
Meyers	Shannon		Anesthetist	156,899.72
Miano	Joanne	C	Nurse Case Manager	100,202.93
Michaliszyn	Krystyna	A	Chief Clinical Laboratory Technologist	106,248.55
Minhas	Parveen	K	Nurse Practitioner Transplant	141,465.42
Mitchell	Shawn	D	General Duty Nurse RPT	136,391.97
Moessinger	Lawrence	V	Director Info System Development	132,490.91
Montesano	Susan		Nurse Case Manager	105,625.37
Moscato	Carla	J	Anesthetist	156,914.45
Mund	Nadine	M	Director of Corporate Compliance	123,545.24
Murawski	Phyllis	A	VP Transplantation & Renal Care	171,346.80
Murray	Brian	M	Medical Director ECMC	457,097.00
Myers	David	P	Anesthesiologist ECMC MC	482,119.80
Nasca	Maureen	S	Chief of Service Dentistry	392,147.62
Nawojski	Kari	A	General Duty Nurse	101,497.87
Nazzarett	Jody	L	Nursing Team Leader	101,341.35
Neff	Melissa	A	Unit Manager Cardiac Cath Lab	148,837.51
Nicosia	Cheryl	A	Clinical Nurse Specialist Critical Care	124,895.67
Norcia	Deborah	C	Pharmacist ECMC	117,146.23
Oddo	Donna	M	Nursing Care Coordinator Emergency Dept	135,227.24
Ormond	JoAnn		VP Revenue Cycle	152,308.75
Osmola	Joann	C	Senior Clinical Laboratory Technologist	150,054.00
Ott	Michael	C	Clinical Coord Pharmacy Services	133,169.70
Palczewski	Dolores	M	Chief Clinical Laboratory Technologist	106,808.74
Panesar	Mandip		Chief Medical Information Officer RPT	156,484.81
Paolini	Karen	L	Nurse Practitioner Transplant	198,083.54
Parker	Michael	A	Psychiatric Social Worker	101,361.32
Pawenski	Edward	J	Director of Oncology Dentistry and Prost	108,511.31
Picciano	Thomas	D	Nurse Case Manager	104,780.82
Pilat	Cynthia	J	Charge Nurse	108,087.24
Plotkin	Scott	N	Anesthesiologist ECMC MC	482,463.43

**ECMC Corporation Annual Report as required by New York Public
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Popat	Saurin	R	Attending Physician Con PT	356,876.27
Potter	Christopher	D	Systems Administrator	112,235.08
Price	Donna	M	Nurse Case Manager	101,868.89
Przespolewski	Eugene	R	Senior Pharmacist ECMC	133,104.05
Pulka	Ashley	L	Pharmacist ECMC	111,136.70
Quatroche Jr.	Thomas		Chief Executive Officer ECMC	762,085.42
Rathgeber	Pandora	P	General Duty Nurse	100,586.17
Reed	Kristine	A	Nurse Clinician Renal	168,431.81
Resetarits	Christopher	M	Anesthetist	155,752.22
Rhinehart	Mary	C	Director Critical Care & Nursing Education	111,058.40
Riley	Pamela		Unit Manager Medical/Surgical	102,456.99
Rizzo	Heather	R	Anesthetist	111,459.38
Robinson	Constance	O	Nursing Supervisor LTC	114,454.89
Rogers	Timothy	J	Senior Hospital Public Safety Officer	111,719.90
Rogers	Nancy	S	Clinical Nurse Specialist Behavioral Health	110,152.58
Rojek	Janet	M	Pharmacist ECMC	129,411.74
Roland	Lynnette	M	Nursing Team Leader LTC	113,615.28
Rossitto	Rachael	A	Senior Dentist Dental Oncology	238,596.12
Ruh	Christine	A	Clinical Pharmacy Specialist	122,457.29
Sacks	Andrew	J	Anesthesiologist RPT MC	299,946.45
Sammarco	Michael	J	Chief Financial Officer ECMC	215,891.23
Sands	Robert	P	Anesthesiologist ECMC MC	482,111.44
Scharf	Jennifer	R	Staff Counsel ECMC	132,306.82
Schunke	Katrina	M	Pharmacist ECMC	121,251.74
Schurr	Karen	D	Clinical Asst to VP Surg Card Svcs	109,778.52
Schwab	Linda		Trauma Program Manager	124,091.20
Schwaneckamp	Karen	A	Anesthetist	178,365.72
Scrocco	Mary Carol		Nurse Practitioner Cardiovascular Lab	128,857.78
Seay	Michelle	D	Clinical Patient Care Liaison	107,272.84
Shapiro	David	I	Anesthesiologist RPT MC	265,541.07
Shea	Mary Molly	E	Patient Safety Clinical Investigation Co	120,930.71
Sheehan	James	G	Nurse Case Manager	105,562.91
Sheppard	Judith	E	Nursing Supervisor LTC	122,801.99
Shisler	Tomi	E	Nurse Practitioner Transplant	168,517.38
Siskin	Stewart	B	Pharmacist ECMC	112,373.98
Sitgreaves	Theresa	A	Assistant Vice President Surgical Nursing	113,519.15
Skomra	Richard	L	Chief Anesthetist	238,332.69
Smith	Deborah		General Duty Nurse	108,396.22
Sperry	Howard	E	Clinical Director Medicine	279,918.50
Stegemann	Philip	M	Chief of Orthopedic Surgery	117,148.20
Steinhart	Lorne	H	Special Asst to CEO	120,202.98
Stercula	Edna	M	Anesthetist	178,165.55
Steward	Kevin	R	Nursing Care Coordinator	112,988.18
Stobnicki	Cortney	B	Anesthetist	157,916.90
Strek	Richard	J	Senior Clinical Laboratory Technologist	114,124.56
Stroud	Kerry	A	Nursing Care Coordinator	119,131.51
Swain	Maureen	A	Charge Nurse	101,254.79
Syed	Masroor	A	Anesthesiologist ECMC MC	482,119.80
Tabi Mensah	Harold		General Duty Nurse	111,676.30
Tague	Dana	E	Nurse Practitioner Rehab Services	150,073.98
Tait	Christopher	A	Nurse Case Manager	105,210.76

**ECMC Corporation Annual Report as required by New York Public
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Tarbell	Ross	J	Senior Pharmacist ECMC	144,602.88
Thompson	Denise	B	Behavioral Health Clinical Manager	102,369.36
Thorpe	Lisa	F	Supervisor of Rehab Medicine	115,063.20
Tomljanovich	Paul	I	Attending Physician Con PT	201,778.75
Tornambe	Lynne	L	Pharmacist ECMC	118,306.96
Turner	James	T	Senior VP of Surgical and Ambulatory Ser	262,904.35
Turner	Charlaina	J	Assistant Head Nurse	115,380.04
Vail	Robert	R	Healthcare Information Security Officer	136,957.76
Venti	Kimberly	A	Director of Campaigns & Major Gifts	103,942.85
Victor-	Ann	E	Consultant IV	124,815.60
Walleshauer	Caitlin	M	Ultrasonographer	101,071.59
Walters	Dawn	K	VP Behavioral Health & Rehab Services	188,472.82
Walters	Kimberly	J	General Duty Nurse	106,940.53
Waterstram	Richard	C	Behavioral Health Clinical Manager	101,733.00
Weber	Barbara	A	Nursing Team Leader Radiology	137,844.03
Weibel	Paula	K	Pharmacist ECMC	116,538.90
Weiss	Katherine	A	Pharmacist ECMC	142,278.36
Wheaton	Tina	M	Renal Services Support Nurse-HHT	133,112.47
Whitehead	Lynn	M	Clinical Teacher	130,711.53
Wilde	Colleen	S	Unit Manager Post Anesthesia Care	118,132.93
Wohaibi	Eyad	M	Attending Physician	108,650.00
Wolf	Joann	S	Nursing Team Leader	100,079.11
Worthy	Cornell		Supervisor HVAC System	113,916.70
Yotter	Emily	A	General Duty Nurse	104,615.41
Zakrzewski	Thomas	J	Nursing Supervisor LTC	116,653.87
Ziemianski	Karen	A	Senior VP of Nursing	305,217.25
Zimpfer	Anne	M	Charge Nurse	132,477.77

I-6.) Projects Undertaken by ECMC Corporation during the past year

<u>Project</u>	<u>Project Duration</u>	<u>Project Cost</u>
Emergency Room Renovation Project	Began December 2015	\$0.7 million
Orthopedic Clinic Renovations	July 2015 to September 2016	\$3.5 million
Security System/Access Control Improvements	Began August 2015	\$2.0 million
Cardiac Cath Lab	July 2015 to May 2016	\$1.0 million
Pathology Renovations	Began September 2015	\$0.5 million
Grider Family Health Renovations	January 2016 to November 2016	\$0.4 million
Flood Remediation	October 2015 to May 2016	\$0.4 million
Ground Floor Consolidation	January 2016 to November 2016	\$0.2 million

- I-7.)** A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of⁴ all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority⁵ acquires or disposes of during such period. The report shall contain⁶ the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period
- (i) The Corporation transferred title of the property in Alden that was previously the Erie County Home to Erie County. This property had a net carrying value of \$3,355,745.
 - (ii) The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.
 - (iii) No real property was disposed of in 2016.

I-8.) ECMC Corporation Code of Ethics

ARTICLE XII: CODE OF ETHICS AND CONFLICTS OF INTEREST

Section 1. Compliance. The members of the Board agree to comply with all applicable local and state regulations and laws regarding conflicts of interest.

Section 2. Conflict of Interest Policy. The Board shall develop and implement a written policy with respect to conflicts of interest by members of the Board. The policy should prohibit members of the Board from maintaining substantial personal or business interests that conflict with those of ECMCC, and shall require members of the Board to execute a conflicts of interest statement.

Section 3. Disclosure of Personal Interest and Abstention. It is the responsibility of every Board member to disclose to the Chairperson of the Board any personal or business interest in any matter that comes before the Board for consideration. Each member of the Board shall abstain from voting on any matter in which he or she has a personal or business interest.

Section 4. Self-Dealing. The Corporation shall not engage in any transaction with a person, firm, or other business entity in which one or more of the Board members has a financial interest in such person, firm or other business entity, unless such interest is disclosed in good faith to the Board, and the Board authorizes such transaction by a vote sufficient for such purpose, without counting the vote of the interested Board member.

Section 5. Influence of Decision Makers. No member of the Board shall use his or her position to influence the judgment or any decision of any Corporation employee concerning the procurement of goods or services on behalf of the Corporation.

Section 6. No Forfeit of Office or Employment. Except as provided by law, no officer, member, or employee of the state or of any public corporation shall forfeit his or her office or employment by reason of his or her acceptance of appointment as a director, nonvoting representative, officer, or employee of the Corporation, nor shall such service as such a director, nonvoting representative, officer or employee be deemed incompatible or in conflict with such office or employment; and provided further, however, that no public officer elected to his or her office pursuant to the laws of the state or any municipality thereof may serve as a member of the governing body of the Corporation during his or her term of office.

I-9.) Assessment of the Effectiveness of the ECMC Corporation Internal Control Structure and Procedures

Independent auditors did not identify any deficiencies in internal control to be material weaknesses.

The independent audit also did not identify any significant deficiencies for 2016. Additionally, there were no significant deficiencies reported in 2015 that management attention during 2016.

Assessment of Effectiveness of Internal Controls New York State PARIS Reporting System for 2016

Throughout 2016 the internal control environment, the tone at the top of the finance function as well as the structure and operation of controls related to the safeguarding of assets and integrity of financial reporting and other matters were continuously evaluated. This evaluation included my personal inquiry of various members of the Executive Leadership Team, the staff assigned to key functions within the Finance function and its various cycles, as well as the staff assigned to key other areas involved in the internal control structure, including but not limited to; Human Resources, Information Technology and Supply Chain. In addition to my personal evaluation, the regular work of the ECMCC Internal Audit function, The Controller of ECMCC and Director of Finance of ECMCC involves their continued evaluation of systems of internal accounting control including implementing any necessary changes in the systems to assure assets are safeguarded.

After the completion of an Enterprise Wide Risk Assessment and its acceptance by the Audit Committee of The Board of Directors, Management coordinated internal audit activities with respect to several business cycles. Opportunities for improvement in processes and internal controls were identified and implemented together with a process for the ongoing monitoring of the improvements. The results of the internal audit activities as well as the ongoing monitoring have been a regular agenda item for the Audit Committee of The Board of Directors.

The improvement opportunities identified can be classified as operational improvements and not rise to the standard of a control deficiency, a significant deficiency or material weakness in internal controls as defined in generally accepted auditing standards. Any assessment and its recommendations and status of implementation of prior identified recommendations are shared with the External Independent Auditor.

During 2016, ECMCC cooperated with and participated in an audit by the Office of The New York State Comptroller (OSC) related to certain compensation paid for the period 2013 through 2015. The report of the OSC, including Management's response can be found in the OSC website. The majority of opportunities for improvements noted in that report were identified by Management and corrected prior to the commencement of this audit as a result of the activities noted above and its prior assessments. The remainder of opportunities were minor in nature, were corrected immediately when brought to Management's attention and represent what Management believes is a misunderstanding or misapplication of rules within a complex academic health care organization by the OSC.

Based on the forgoing, it is my ongoing assessment that there is an effective system of internal accounting control to safeguard the assets of ECMCC and that improvement to that system are made as required to assure its ongoing effectiveness.

Respectfully submitted,



Stephen M. Gary, Sr., CPA, CGMA
Chief Financial Officer

I-10.) A copy of the legislation that forms the statutory basis of the authority

See N.Y. Public Authorities Law §3625-3646.

I-11.) A description of the authority and its board structure, including (i) names of committees and committee members, (ii) lists of board meetings and attendance, (iii) descriptions of major authority units, subsidiaries, and (iv) number of employees

Board Structure-Please see the accompanying legislation and by-laws which contain this information

(i) Names of Committees-please see the accompanying by-laws which contain this information.

(ii) List of Board Meetings and Attendance: The dates upon which the Board of Directors met appear below. Attendance at those meetings is accurately recorded in the minutes of those meeting, which are available at <http://www.ecmc.edu/about-ecmc/corporate-governance/public-meetings/>

Board of Directors Regular and Annual Meetings

Tuesday, January 26, 2016 (Annual Meeting)

Tuesday, February 23, 2016

Tuesday, March 22, 2016

Tuesday, April 26, 2016

Tuesday, May 31, 2016

Tuesday, June 28, 2016

Tuesday, July 26, 2016

Tuesday, August 30, 2016

Tuesday, September 27, 2016

Tuesday, October 25, 2016

Tuesday, November 29, 2016

(iii) Descriptions of major authority units, subsidiaries, and – please see Section II-1

A description of the major units and subsidiaries is included in Note 1 of the audited financial statement beginning on Page 19 of that report

(iv) Number of employees – please see Section II-3

I-12.) Its charter, if any, and by-laws;

See separate PDF “Amended By-Laws.20151020.”

I-13.) A listing of material changes in operations and programs during the reporting year

Material changes in operations and programs are identified in the Message from Leadership at the beginning of this Annual Report as well as in the accompanying Financial Report.

I-14.) At a minimum a four-year financial plan, including (i) a current and projected capital budget, and (ii) an operating budget report, including an actual versus estimated budget, with an analysis and measurement of financial and operating performance

See separate PDF “ECMC Budget Plan 2017”

I-17.) A description of any material pending litigation in which the authority is involved as a party during the reporting year, except that no hospital need disclose information about pending malpractice claims beyond the existence of such claims.

The corporation is involved in several matters related to medical malpractice and workers’ compensation cases as discussed in Note 14 in the enclosed audited financial statements beginning on page 43. There are no other material matters pending litigation at this time.

II. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:

Public Authorities Law §3642 Audit and annual reports

II-1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation

The name and principal business activities of each subsidiary of The Corporation are discussed in Note 1 of the enclosed Audited Financial Statements on Page 19.

II-1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation (continued)

PRIMARY CORPORATION: Public Benefit Corporation

ECMC Corporation, 462 Grider Street, Buffalo, New York 14215; 716-898-3000; www.ecmc.edu

The ECMC Corporation was established as a New York State Public Benefit Corporation and since 2004 has included an advanced academic medical center with 602 inpatient beds, on- and off-campus health centers, more than 30 outpatient specialty care services and Terrace View, a 390-bed long-term care facility. ECMC is Western New York's only Level 1 Adult Trauma Center, as well as a regional center for burn care, behavioral health services, transplantation, medical oncology and head & neck cancer care, rehabilitation and a major teaching facility for the University at Buffalo. Most ECMC physicians, dentists and pharmacists are dedicated faculty members of the university and/or members of a private practice plan. More Western New York residents are choosing ECMC for exceptional patient care and patient experiences—*the difference between healthcare and true care*TM.

PPC Strategic Services LLC

The Corporation is the sole owner of this enterprise, which was established to enable the Corporation to enter into various other business relationships, and to provide management services to them, as needed. The accounts of PPC Strategic Services LLC are consolidated into the accounts of the Corporation as of, and for the years ended, December 31, 2016 and 2015, respectively.

The assets of PPC Strategic Services LLC consist of cash, intercompany receivables, and furniture totaling approximately \$2 million at year-end 2016. Net Position was approximately \$1,663,000 at December 31, 2016, and \$1.3 million at the previous year-end. Operating Revenue was approximately \$6.3 million while expenses totaled \$5.9 million.

PPC Strategic Services LLC (formerly named ECMCC Strategic Services, LLC) owns Greater Buffalo Niagara SC Venture, LLC, a presently inactive entity. The ownership interest is accounted for utilizing the equity method of accounting.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

Grider Community Gardens, LLC

This entity is wholly owned and controlled by the Corporation. The Corporation's net investment as of December 31, 2016 and 2015 is approximately \$483 thousand and \$428 thousand, respectively, and is reflected in other non-current assets of the parent company's financial statements.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

Grider Support Services, LLC

This entity was formed to act as a Management Services Organization ("MSO") for oncology and physician services for ECMC Hospital. The entity acts as a pass through entity, and has no substantial assets or liabilities, or significant operating results. Its activity is consolidated into ECMC Corporation operations.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

II-2.) Names of all Board Members and Officers of Each Subsidiary

ECMC Corporation Board of Directors

OFFICERS

Sharon L. Hanson
Chair

Jonathan A. Dandes
Vice Chair / Chair Elect

Kevin E. Cichocki, D.C.
Vice Chair

Kevin M. Hogan, Esq.
Vice Chair

Michael A. Seaman
Vice Chair

Douglas H. Baker
Secretary

Bishop Michael A. Badger
Treasurer

Thomas J. Quatroche Jr., Ph.D.
President & CEO

BOARD MEMBERS

Ronald P. Bennett, Esq.

Ronald A. Chapin

Darby Fishkin, C.P.A.

Kathleen Grimm, M.D.

Michael H. Hoffert

Anthony M. Iacono

James Lawicki

Thomas P. Malecki, C.P.A.

Frank B. Mesiah

William A. Pauly

Kevin Pranikoff, M.D.

ECMC Corporation Executive Administration

Thomas J. Quatroche Jr., Ph.D.
President and Chief Executive Officer

Stephen M. Gary Sr., C.P.A., C.G.M.A.
Chief Financial Officer

Brian M. Murray, M.D.
Chief Medical Officer

Andrew L. Davis, M.B.A.
Chief Operating Officer

Jarrod Johnson, M.B. A., F.A.C.H.E.
Senior Vice President of Operations

Karen Ziemianski, M.S., R.N.
Senior Vice President of Nursing

James Turner, RN, BSN
Senior Vice President, Surgical and Outpatient Services

Leslie Feidt
Chief Information Officer

Julia Culkin-Jacobia
Chief People Officer

Anthony J. Colucci, III
General Counsel

Donna M. Brown
Associate Hospital Administrator

Peter K. Cutler
Vice President of Communications and External Affairs

Charlene Ludlow, M.H.A., R.N., C.I.C.
Chief Safety Officer

Al Hammonds
Executive Director, Millennium Collaborative Care

Susan M. Gonzalez
Executive Director, ECMC Foundation

ECMC Corporation Medical-Dental Staff Officers

Kathleen Grimm, M.D.
President

Sam Cloud, D.O.
Immediate Past President

William Flynn, M.D.
President-Elect

Michael Cummings, M.D.
Treasurer

Jennifer Pugh, MD
Secretary

PPC Strategic Services LLC

OFFICERS

Thomas J. Quatroche Jr., Ph.D.

Stephen M. Gary Sr., C.P.A., C.G.M.A.

Grider Community Gardens, LLC

OFFICERS

Thomas J. Quatroche Jr., Ph.D.

Stephen M. Gary Sr., C.P.A., C.G.M.A.

II-3.) Number of Employees of Each Subsidiary

Number of Employees in each Corporation:

ECMC Corporation	3,412
PPC Strategic Services, LLC	74
Grider Community Gardens, LLC	None
Preferred Physician Care, PC	49
Grider Support Services, LLC	38

**ECMC Corporation Annual Report as required by New York Public
Authorities Law – Sections 2800 and 3642**

II-4.) List of all contracts in excess of one hundred thousand dollars entered into by the corporation and its subsidiaries, identifying the amount, purpose, and duration of such contract

Vendor Name	Contract Period		Payments	Purpose
MCKESSON DRUG CO	Annual		18,341,267.38	Equipment & Supplies
CARDINAL VALUE LINK	6/1/2012	5/31/2017	11,140,938.12	Equipment & Supplies
UBMD PSYCHIATRY	8/1/2016	7/31/2019	11,041,905.59	Medical Professional Services
MORRISON'S HEALTHCARE INC	3/1/2013	2/29/2020	10,265,901.57	Dietary/Cafeteria
UPSTATE NY TRANSPLANT	Annual		9,360,821.44	Organ Acquisition
APOGEE MEDICAL MANAGEMENT	9/1/2015	8/31/2017	8,026,212.84	Medical Professional Services
GREAT LAKES MEDICAL IMAGING, LLC	9/1/2015	8/31/2018	7,695,239.76	Professional Services
THE RESEARCH FOUNDATION	7/1/2014	6/30/2016	6,514,098.22	Professional Services
LP CIMINELLI INC	7/18/2016	3/31/2017	6,100,111.00	Construction & Equipment
DEPUY ACE MEDICAL COMPANY	4/8/2013	4/7/2016	4,361,596.40	Equipment & Supplies
ACADEMIC MEDICAL SERVICES, INC.	1/1/2015	12/31/2017	4,169,840.40	Medical Professional Services
UNIV. @ BFLO SURGEONS, INC.	6/1/2015	5/31/2018	3,670,295.05	Medical Professional Services
SYNTHES	4/8/2013	4/7/2016	2,798,128.90	Equipment & Supplies
CARDINAL HEALTH MED PROD &	5/1/2013	4/30/2016	2,388,638.60	Equipment & Supplies
STRYKER ORTHOPAEDICS	5/25/2012	5/24/2015	2,250,201.70	Equipment & Supplies
GLOBUS MEDICAL INC	Annual		2,243,855.00	Equipment & Supplies
KALEIDA HEALTH	1/19/2016	1/18/2019	3,466,112.65	Professional Services/DSRIP
UNIVERSITY EMERGENCY MEDICAL	11/15/2012	11/14/2016	2,188,046.21	Medical Professional Services
PRECISION INC/BIOMET ORTHO	Annual		2,182,116.30	Equipment & Supplies
ATLAS HEALTH CARE LINEN SERVICES	7/1/2004	6/30/2006	2,038,706.54	Equipment & Supplies
UB FAMILY MEDICINE INC.	7/1/2016	6/30/2019	1,966,268.49	Medical Professional Services
	7/1/2013	6/30/2016		
NIAGARA FALLS MEMORIAL MED CENTER	8/18/2015	8/17/2018	1,580,113.70	DSRIP
	7/23/2015	3/31/2017		
	11/1/2015	10/31/2017		
ROCHE DIAGNOSTIC CORP	11/19/2010	12/13/2017	1,434,183.67	Equipment & Supplies
THE MARTIN GROUP LLC	6/9/2014	6/8/2018	1,433,213.91	Professional Services
TOSHIBA AMERICA MEDICAL SYSTEMS	8/18/2008	8/17/2012	1,410,177.67	Equipment & Supplies
IMMCO DIAGNOSTICS INC	Annual		1,380,223.47	Medical Professional Services
BUFFALO INTERNIST AND ASSOCIATES	7/14/2008	12/31/2017	1,251,470.91	Medical Professional Services
COVIDIEN	4/1/2015	3/31/2020	1,156,047.69	Equipment & Supplies
	6/3/2014	6/2/2020		
DELL MARKETING LP	3/24/2009	3/23/2011	1,092,056.46	Equipment & Supplies
SUPERIOR PAYMENT PLAN, LLC	3/31/2016	3/30/2017	1,078,371.08	Insurance
	11/19/2016	11/18/2017		
SIEMENS MEDICAL SOLUTIONS	3/31/2015	3/30/2020	1,020,376.24	Equipment & Supplies
	5/24/2012	5/23/2017		
	1/14/2010	1/13/2018		
CITY OF BUFFALO		NA	1,010,898.45	Utility/Water
MCKESSON	9/26/2008	9/25/2017	1,000,686.06	Professional Services
NATIONAL GRID		NA	956,025.16	Utility

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HEWLETT-PACKARD COMPANY	6/30/2013	6/29/2017	932,558.41	Equipment & Supplies
UNIV. ORTHOPAEDIC SERVICES	1/1/2012	12/31/2013	930,432.93	Medical Professional Services
MEDICAL INFORMATION TECHNOLOGIES IN	7/14/2011	7/13/2017	907,281.00	Technology Services
	1/31/2016	1/30/2021		
LIMA USA INC	Annual		833,095.00	Equipment & Supplies
SUICIDE PREVENTION &	1/1/2015	12/31/2017	825,957.50	Medical Professional Services
FREED MAXICK CPAs PC	2/3/2017	2/1/2018	823,137.66	Professional Services
	3/21/2016	3/20/2017		
	3/1/2016	3/28/2017		
BUFFALO BILLS, LLC	5/29/2013	2/28/2018	795,000.00	Advertising
CARDINAL HEALTH	1/19/2013	1/18/2016	757,100.00	Equipment & Supplies
OLEAN GENERAL HOSPITAL	11/22/2015	3/31/2017	753,754.37	DSRIP
CREEKRIDGE CAPITAL	4/1/2011	4/30/2016	745,491.56	Leasing Services
SERENAGROUP, INC.	3/1/2015	2/28/2020	741,130.71	Medical Professional Services
	6/15/2016	6/14/2017		
STRYKER SPINE	5/25/2012	5/24/2015	729,776.22	Equipment & Supplies
JERICO ROAD COMMUNITY HEALTH	12/1/2015	11/30/2017	725,976.00	DSRIP
THE McGUIRE GROUP PHARMACY CORP	7/1/2014	6/30/2017	725,705.52	Equipment & Supplies
STRYKER INSTRUMENTS	5/25/2012	5/24/2015	687,248.24	Equipment & Supplies
PRODIGY SURGICAL/ARTHREX	Annual		668,931.64	Equipment & Supplies
LAWLEY SERVICE, INC	5/1/2016	4/30/2019	667,909.00	Professional Services/Insurance
PHILIPS MEDICAL SYSTEMS	1/1/2011	3/28/2017	659,358.82	Equipment & Supplies
	4/1/2016	3/31/2019		
	1/1/2016	12/31/2016		
	5/1/2015	4/30/2020		
	7/8/2015	7/7/2016		
	1/1/2017	12/31/2017		
BUFFALO PAPER AND TWINE CO	Annual		658,886.05	Equipment & Supplies
COLUCCI AND GALLAHER PC	Annual		654,693.75	Professional Services
HYLAND SOFTWARE, INC.	Annual		636,539.16	Software/Support
BUFFALO CARIOLOGY AND PULMONARY	5/1/2013	4/30/2016	628,472.34	Medical Professional Svcs.
FRESENIUS MED CARE NA	7/1/2010	8/30/2011	609,466.27	Equipment & Supplies
ALLSCRIPTS-MISYS LLC	6/30/2015	6/29/2018	603,138.00	Software/Support
	12/7/2016	12/6/2017		
	12/13/2016	12/12/2021		
NUANCE	Annual		598,313.32	Software/Support
ZIMMER UPSTATE NY INC	2/11/2015	2/10/2020	593,211.67	Equipment & Supplies
FLEETWOOD LEASING, LLC	6/30/2014	6/29/2017	566,133.00	Leasing Services
INTEGRA LIFESCIENCES CORP	Annual		564,998.09	Equipment & Supplies
GREATER BUFFALO UNITED IPA, INC	Annual		555,681.00	Equipment & Supplies
SUTURE EXPRESS	Annual		547,532.65	Equipment & Supplies
CHUBB & SON	Annual		539,760.31	Insurance
WESTERN NEW YORK RURAL AREA HEALTH	4/1/2015	3/31/2017	535,112.40	Professional Services/DSRIP
BUFFALO PRENATAL-PERINATAL	11/1/2015	10/31/2017	530,270.00	DSRIP
SCOTT DANAHY	3/31/2016	3/30/2017	525,698.41	Professional Services

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STERICYCLE INC	2/1/2017	1/31/2022	502,241.84	Equipment & Supplies
ABBOTT LABORATORIES DIAGNOSTIC DIV	4/15/2011	4/14/2021	491,913.70	Equipment & Supplies
	7/18/2008	7/17/2017		
	12/2/2013	12/3/2019		
UB FOUNDATION ACTIVITES	Annual		591,551.88	Graduate Medical Education Office
I.K. SYSTEMS, INC.	7/1/2015	6/30/2017	487,167.88	Equipment & Supplies
CTG HEALTH SOLUTIONS	1/19/2016	2/28/2018	484,320.48	DSRIP
	2/16/2015	12/31/2016		
SUPPLEMENTAL HEALTH CARE	Annual		476,492.72	Medical Professional Services
CANNON DESIGN INC	Annual		470,906.07	Professional Services
ROACH, BROWN,	Annual		465,401.07	Professional Services
MERGE HEALTHCARE	7/10/2015	7/9/2016	465,348.55	Equipment & Supplies
PATERSON, PAUL	Annual		460,599.13	Professional Services
SMITH & NEPHEW ENDOSCOPY	3/26/2016	3/25/2019	460,423.69	Equipment & Supplies
1285 GROUP, LLC	3/12/2013	4/11/2023	448,681.19	Leasing Services
4628 GROUP, INC.	10/14/2013	2/28/2026	447,706.89	Leasing Services
WILLIAM BELLES PC	4/1/2011	3/31/2016	440,887.42	Professional Services
KCI	Annual		440,297.02	Equipment & Supplies
PLS III	Annual		429,207.56	Patient Transportation
NATIONAL FUEL GAS		NA	426,388.05	Utility
BIOCARE	Annual		421,764.17	Equipment & Supplies
UB NEUROSURGERY, INC.	9/1/2015	8/31/2018	418,960.02	Medical Professional Services
VERIZON SELECT SERVICES	Annual		416,437.89	Telecommunications
ORLICK, ARTHUR	1/1/2016	12/31/2017	410,637.54	Medical Professional Services
SOUTHERN TIER COMMUNITY	11/1/2015	10/31/2017	410,541.00	DSRIP
LAB CORP OF AMERICA	Annual		409,823.78	Equipment & Supplies
NAVIN, HAFFTY & ASSOC	7/31/2013	7/30/2015	397,733.41	Professional Services
L&M GROUP LTD	Annual		395,405.64	Professional Services
MEDTRONIC INC NEUROLOGICAL DIV	4/2/2013	4/1/2016	391,766.00	Equipment & Supplies
	12/9/2016	12/8/2017		
	2/11/2014	2/10/2018		
REVENUE CYCLE COMPASS	9/30/2013	6/29/2017	390,636.00	Professional Services
UB PATHOLOGISTS INC.	12/1/2010	11/30/2015	389,993.25	Medical Professional Services
JOHNSON & JOHNSON HLTH CARE SYS INC	4/8/2013	4/7/2016	388,179.11	Equipment & Supplies
KIDENEY ARCHITECTS PC	11/23/2015	11/22/2017	387,701.34	Professional Services
PHARMERICA	Annual		374,510.79	Equipment & Supplies
SYSTEMS MANAGEMENT PLANNING	10/14/2014	10/13/2017	368,936.25	Professional Services
CORE BTS INC	8/14/2009	3/31/2013	359,272.29	Equipment & Supplies
THE NATIONAL WITNESS PROJECT, INC.	8/24/2015	4/30/2016	358,738.06	DSRIP
	4/1/2016	3/31/2017		
UNIV. OPHTHALMOLOGY SERVICE, INC.	4/1/2013	9/30/2016	356,647.46	Medical Professional Services
RICOTTA & VISCO	Annual		353,177.69	Professional Services
CHAUTAUQUA COUNTY	4/19/2016	3/31/2017	343,246.00	DSRIP
MENTAL HEALTH SERVICES	3/28/2016	3/31/2017	343,246.00	DSRIP

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NORTHPOINTE COUNCIL, INC	3/28/2016	3/31/2017	343,246.00	DSRIP
COMMUNITY SERVICES FOR THE	4/5/2016	3/31/2017	343,246.00	DSRIP
MID-ERIE MENTAL HEALTH	3/29/2016	3/31/2017	343,246.00	DSRIP
LAKESHORE BEHAVIORAL HEALTH INC	3/28/2016	3/31/2017	343,246.00	DSRIP
	9/15/2016	9/14/2019		
HORIZON HEALTH SERVICES	4/4/2016	3/31/2017	343,246.00	DSRIP
CARESTREAM HEALTH INC	9/16/2015	9/15/2018	336,984.90	Equipment & Supplies
SIEMENS INDUSTRY INC	5/24/2012	5/23/2017	326,166.63	Repairs & Maintenance
	1/14/2010	1/13/2018		
	3/31/2015	3/30/2020		
	3/31/2015	3/30/2020		
KARL STORZ ENDOSCOPY-AMERICA	11/1/2016	10/30/2017	325,172.27	Equipment & Supplies
ALLOSOURCE	Annual		317,188.53	Equipment & Supplies
HILL-ROM CO INC	8/26/2009	8/25/2010	315,840.32	Equipment & Supplies
APOGEE MEDICAL MANAGEMENT	9/1/2015	8/31/2017	308,291.64	Medical Professional Services
MEDTRONIC SPINAL AND BIOLOGICS	4/2/2013	4/1/2016	306,249.00	Equipment & Supplies
	12/9/2016	12/8/2017		
	2/11/2014	2/10/2018		
SYNTHES MAXILLOFACIAL	4/8/2013	4/7/2016	303,017.55	Equipment & Supplies
PHILIPS MEDICAL SYSTEMS NA CO	1/1/2011	3/28/2017	296,890.86	Equipment & Supplies
	4/1/2016	3/31/2019		
	1/1/2016	12/31/2016		
	5/1/2015	4/30/2020		
	7/8/2015	7/7/2016		
	1/1/2017	12/31/2017		
UNIVERSITY GYNECOLOGISTS	10/1/2016	9/30/2019	296,889.00	Medical Professional Services
ERIE NIAGARA NEUROSURGERY PLLC	7/1/2011	12/31/2014	292,893.02	Medical Professional Services
GREAT LAKES BUILDING SYSTEMS INC.	Annual		292,312.50	Equipment & Supplies
3M HEALTH INFORMATION	9/24/2008	9/23/2017	292,235.13	Software/Support
	9/18/2012	9/17/2017		
UB ORAL AND MAXILLOFACIAL	2/1/2012	1/31/2015	287,194.70	Medical Professional Services
W L GORE & ASSOC INC	Annual		285,106.00	Equipment & Supplies
COOK INC	Annual		284,597.72	Equipment & Supplies
OFFICE MAX	Annual		281,482.83	Equipment & Supplies
IPC HOSPITALIST OF NEW YORK PC	7/1/2013	6/30/2017	281,248.00	Medical Professional Services
COMMUNITY HEALTH CENTER	10/1/2015	9/30/2018	277,686.00	DSRIP
S & V ASSOCIATES LLC	1/22/1996	10/31/2022	277,296.38	Leasing Services
PENTAX MEDICAL CO	10/1/2014	9/30/2017	273,381.39	Equipment & Supplies
	12/1/2016	11/30/2017		
INTEGRATED ONCOLOGY	Annual		273,236.46	Medical Professional Services
SIMPLEX GRINNELL	5/1/2013	4/30/2014	272,915.29	Repairs & Maintenance
GREATER NEW YORK HOSPITAL	Annual		268,770.00	Professional Services
TELETRACKING	3/1/2016	8/31/2020	256,327.55	Telecommunications
SECURE ENVIRONMENT SOLUTIONS, LLC	4/8/2013	4/7/2018	255,916.24	Professional Services
TORNIER INC	Annual		254,398.22	Equipment & Supplies

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CENTRAL RADIOPHARMACEUTICAL SVC	3/14/2008	3/13/2011	251,063.97	Medical Professional Services
US POSTAL SERVICE		NA	250,000.00	Postage
UNIV. UROLOGY INC.	1/1/2012	12/31/2015	243,296.84	Medical Professional Services
OPTUM360 LLC	Annual		242,987.95	Medical Professional Services
ZOLL MEDICAL CORPORATION	11/1/2016	10/31/2018	238,637.81	Equipment & Supplies
CATTARAUGUS COUNTY HEALTH	3/29/2016	3/31/2017	235,035.00	DSRIP
SCHOFIELD CERTIFIED HOME CARE	3/30/2016	3/31/2017	235,035.00	DSRIP
PRESS GANEY ASSOCIATES INC	7/1/2014	6/30/2017	234,595.36	Professional Services
CATHOLIC MEDICAL PARTNERS	4/1/2015	3/31/2017	232,630.88	DSRIP
KRONOS	Annual		232,103.95	Software/Support
FIBERTECH TECHNOLOGIES	Annual		230,781.17	Equipment & Supplies
EAGLE CLAIMS	3/31/2016	3/30/2017	230,050.00	Insurance
MENTAL HEALTH ASSOCIATION	Annual		230,021.75	Medical Professional Services
LAKE PLAINS COMMUNITY CARE NETWORK	8/18/2015	8/17/2018	222,674.38	DSRIP
BOSTON SCIENTIFIC/MICROVASIVE DIV	4/28/2016	4/27/2018	222,467.12	Equipment & Supplies
	9/1/2016	10/8/2019		
BAXTER HEALTHCARE CORP	11/25/2008	11/24/2017	217,667.85	Equipment & Supplies
COMPLIANCE & ADMINISTRATIVE	Annual		217,444.20	Professional Services
HEALTHCARE ASSOC OF NYS	Annual		216,677.62	Professional Services
BARD PERIPHERAL VASCULAR INC	Annual		214,736.00	Equipment & Supplies
METRO COMMUNICATIONS	Annual		213,378.00	Telecommunications
PATTERSON DENTAL INC	Annual		212,895.59	Equipment & Supplies
DCB ELEVATOR CO INC	1/1/2014	12/31/2018	209,316.19	Equipment & Supplies
CONMED LINVATEC	10/26/2012	10/25/2015	208,883.91	Equipment & Supplies
EXPERIAN HEALTH, INC.	Annual		208,024.45	Software/Support
PEOPLE INC	3/29/2016	3/31/2017	205,681.00	DSRIP
THE CHAUTAUQUA CENTER	3/30/2016	3/31/2017	205,681.00	DSRIP
ASPIRE OF WNY, INC	3/29/2016	3/28/2017	205,681.00	DSRIP
CHAUTAUQUA COUNTY CHAPTER OF	4/6/2016	3/31/2017	205,681.00	DSRIP
PLANNED PARENTHOOD OF	4/12/2016	3/31/2017	205,681.00	DSRIP
NORTHWEST BUFFALO COMMUNITY	4/4/2016	3/31/2017	205,681.00	DSRIP
EHS, INC.	3/25/2016	3/31/2017	205,681.00	DSRIP
STERIS CORPORATION	8/1/2016	7/31/2017	405,993.07	Equipment & Supplies
STERLING COURIER SYSTEMS	Annual		204,139.05	Courier Services
ASI SIGNAGE INNOVATIONS	1/1/2013	12/31/2018	201,512.50	Professional Services
INNERSPACE OFFICE INTERIORS	Annual		194,091.84	Equipment & Supplies
CONVENTUS ORTHOPAEDICS, INC.	Annual		193,001.00	Equipment & Supplies
BLOUNT CONSULTING SOLUTIONS, LLC	4/1/2016	12/31/2016	193,000.00	DSRIP
MEDTRONIC MIDAS REX	4/2/2013	4/1/2016	184,519.29	Equipment & Supplies
	12/9/2016	12/8/2017		
	2/11/2014	2/10/2018		
STANDARD REGISTER, INC.	Annual		180,946.22	Equipment & Supplies
BAYER CORPORATION	7/30/2015	12/18/2018	180,619.14	Equipment & Supplies
	1/13/2016	1/12/2017		

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	4/1/2016	3/31/2020		
STRYKER CRANIOMAXILLOFACIAL	5/25/2012	5/24/2015	180,456.86	Equipment & Supplies
XEROX CORPORATION	3/12/2012	3/11/2017	174,358.09	Leasing Services
BRIODY HEALTH CARE FACILITY LLC	3/25/2016	3/31/2017	173,957.00	DSRIP
THE MCGUIRE GROUP INC.	7/1/2014	6/30/2017	173,957.00	Professional Services
NIAGARA REHAB & NURSING	3/31/2016	3/31/2017	173,957.00	DSRIP
BOSTON SCIENTIFIC CORPORATION	4/28/2016	4/27/2018	170,730.20	Equipment & Supplies
	9/1/2016	10/8/2019		
ISKALO ASSET FUND II LLC	Annual		169,635.76	Leasing Services
ADVANTAGE SPORT & FITNESS INC	Annual		168,154.38	Equipment & Supplies
DRFIRST.COM INC	9/1/2011	8/31/2017	168,152.00	Software/Support
BAXTER BIOSCIENCE	11/25/2008	11/24/2017	167,960.35	Equipment & Supplies
ALLEGIANCE HEALTHCARE CORP	Annual		167,740.23	Equipment & Supplies
MID-CITY OFFICE FURNITURE	Annual		165,138.80	Equipment & Supplies
MAGAVERN, MAGAVERN & GRIMM LLP	Annual		164,395.96	Professional Services
AQUA SCIENCES INC	Annual		163,983.43	Equipment & Supplies
JEAN JUREK ASSOCIATES INC	9/21/2015	9/20/2018	163,875.90	Professional Services
SYSTEMS PERSONNEL INC	7/2/2015	7/1/2016	160,516.16	Professional Services
WNYHEALTHENET LLC	Annual		160,000.00	Professional Services
AMER RED CROSS BLOOD SVCS	1/1/2011	12/31/2017	159,348.62	Blood Products
RONCO SPECIALIZED SYSTEMS INC	Annual		158,286.25	Equipment & Supplies
DRAGER MEDICAL	4/1/2012	3/31/2018	154,986.13	Equipment & Supplies
ECOLAB/MICROTEK MEDICAL	Annual		153,240.50	Equipment & Supplies
UNITED NETWORK FOR ORGAN SHARING	Annual		150,447.00	Organ Acquisition
SYSMEX	8/23/2010	8/1/2017	147,859.05	Equipment & Supplies
HEALTHY COMMUNITY ALLIANCE, INC.	8/13/2015	8/12/2018	143,692.65	DSRIP
BE WELL HEALTHCARE MEDICINE	1/1/2017	12/31/2019	143,219.38	Professional Services
NAT'L ASSOC PUBLIC HOSPITALS		NA	140,250.00	Membership Dues
JOHN W DANFORTH CO	Annual		140,060.91	Equipment & Supplies
THE ADVISORY BOARD COMPANY	6/30/2014	6/29/2017	137,374.00	Professional Services
HERITAGE CONTRACT	Annual		136,565.20	Professional Services
FOXY DELIVERY SERVICE INC	2/28/2011	2/27/2014	135,846.25	Courier Services
RSM US LLP	Annual		135,550.00	Professional Services
PARAGON 28, INC.	Annual		132,083.99	Equipment & Supplies
NYS OFFICE OF MENTAL HEALTH	9/30/2016	9/29/2017	132,008.75	Professional Services
SIEMENS MEDICAL	5/24/2012	5/23/2017	131,718.23	Equipment & Supplies
	1/14/2010	1/13/2018		
	3/31/2015	3/30/2020		
	3/31/2015	3/30/2020		
CDW GOVERNMENT INC	Annual		130,377.30	Equipment & Supplies
SIRTEX MEDICAL, INC.	Annual		128,000.00	Equipment & Supplies
NXSTAGE MEDICAL INC	5/1/2015	10/31/2017	126,590.14	Equipment & Supplies
KEYBANK	Annual		125,992.00	Interest on LOC
AMER MEDICAL SYSTEMS	Annual		125,326.00	Equipment & Supplies
MARK R. JAKOWSKI, MD, PLLC	3/1/2013	2/28/2014	124,642.35	Professional Services
BOSTON SCIENTIFIC CORP	4/28/2016	4/27/2018	123,440.00	Equipment & Supplies
	9/1/2016	10/8/2019		
TRI-DELTA RESOURCES CORP	9/1/2014	8/31/2017	121,500.00	Software/Support
GENERAL PHYSICIAN SUB II, PLLC	1/1/2013	12/31/2013	120,375.00	Medical Professional Services

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JOHNSON & JOHNSON HEALTH CARE SYS	4/8/2013	4/7/2016	120,323.56	Equipment & Supplies
GERIATRIC ASSOCIATES LLP	2/1/2011	7/31/2013	119,166.58	Medical Professional Services
WNY INDEPENDENT LIVING	4/28/2012	4/30/2015	117,976.98	Professional Services
THE CRIMSON INITIATIVE	3/31/2012	3/30/2022	116,785.00	Equipment & Supplies
HERITAGE PARK REHAB	3/28/2016	3/31/2017	115,971.00	DSRIP
AIRGAS EAST	9/10/2012	7/31/2017	115,956.92	Equipment & Supplies
CONSORTIUM INFORMATION SERVICES INC	1/1/2010	12/31/2010	115,242.00	Professional Services
NEUWATER AND ASSOCIATES	5/21/2015	4/30/2018	114,517.55	Professional Services
BUFFALO TRANSPORTATION INC.	Annual		114,175.15	Patient Transportation
VERATHON MEDICAL	Annual		113,797.30	Equipment & Supplies
MICROSOFT	Annual		113,153.00	Hardware/Software
	1/26/2016	1/25/2018		
	6/15/2016	6/30/2019		
ERIE NIAGARA AREA HEALTH EDUCATION	11/1/2015	10/31/2017	112,640.05	DSRIP
VERIZON WIRELESS	Annual		112,082.41	Telecommunications
LIQUITECH INC	8/1/2012	7/31/2015	111,221.36	Equipment & Supplies
VIVIAN L. LINDFIELD MD PC	6/1/2012	5/31/2017	108,329.00	Professional Services
	2/15/2012	2/14/2021		
	5/1/2014	5/1/2017		
PIRAMAL CRITICAL CARE, INC.	2/4/2011	2/4/2014	108,000.00	Equipment & Supplies
BARD/DAVOL	9/17/2012	12/31/2015	107,815.63	Equipment & Supplies
PRE-EMPLOY.COM INC	Annual		107,730.92	Professional Services
THE BRISTOL HOME	3/18/2014	3/17/2017	107,516.00	Professional Services
INSIGNIA HEALTH, LLC	5/1/2015	4/30/2019	106,884.00	DSRIP
AMER EXPRESS CPS ECH	8/4/2015	8/3/2020	106,854.67	Equipment & Supplies
TRI-ANIM HEALTH SERVICES INC	2/23/2011	2/22/2014	106,846.07	Equipment & Supplies
HIMAGINE SOLUTIONS, INC.	Annual		106,498.39	Professional Services
CRANEWARE INC	8/31/2007	7/31/2012	105,892.00	Software/Support
TERUMO MEDICAL CORPORATION	Annual		104,672.45	Equipment & Supplies
CATAPULT	2/14/2017	2/13/2018	104,308.94	Professional Services
MINNTECH CORPORATION	2/4/2009	2/3/2010	104,099.38	Equipment & Supplies
OLYMPUS AMERICA INC	Annual		103,632.66	Equipment & Supplies
FIRE SAFETY SYS INC	Annual		102,145.72	Equipment & Supplies
CAREFUSION	7/1/2016	6/30/2021	101,641.90	Equipment & Supplies
	7/29/2013	7/28/2018		
BUFFALO HOSPITAL SUPPLY CO	5/4/2006	5/3/2011	100,584.84	Equipment & Supplies

II-5.) A financial statement, income statement, and balance sheet prepared by an independent certified public accountant, all in accordance with generally accepted accounting principles applicable to the corporation and each of its subsidiaries

The annual audited financial statements prepared by an independent certified public accountant and presented in conformity with generally accepted accounting principles is included with this report.

See I-2 above

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