

ECMC CORPORATION
ANNUAL REPORT (2012) 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 John A. DeFrancisco
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 Betty Jean Grant
Erie County Executive Mark C. Poloncarz
Erie County Comptroller Stefan I. Mychajliw
Erie County Audit Committee Chairman John J. Mills
Erie County Legislature Clerk Robert M. Graber
Erie County Clerk Christopher L. Jacobs

REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

New York State Governor Andrew M. Cuomo
New York State President of the Senate Dean G. Skelos
New York State Speaker of the Assembly Sheldon Silver
New York State Comptroller Thomas P. DiNapoli
Erie County Executive Mark C. Poloncarz
Clerk of the Erie County Legislature Robert M. Graber
Copies available to the public upon reasonable request

BOND SALE REPORT:

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

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A Message from the Leadership of ECMC Corporation

ECMC had another successful year in 2012, as more patients chose ECMC for care, more physicians joined the ECMC family, and ECMC developed collaborations with our community partners. Patient volumes increased in every key area of the hospital. The operating and emergency rooms both experienced a four percent (4%) growth in patient volumes and the hospital discharges increased by six percent (6%). Physicians were recruited in key areas, such as Orthopedics, Plastic and Reconstructive Surgery, Oncology, General Surgery, and Primary Care. As more Western New Yorker's make ECMC their hospital of choice, we are poised for further growth and development in 2013.

The year 2012 brought us our first fully completed collaboration with Kaleida in Great Lakes Health with the first full year of operations of the Regional Center of Excellence for Transplantation and Kidney Care. This successful collaboration resulted in 93 transplant surgeries on the ECMC Health Campus in 2012. ECMC Corporation was awarded a \$15 million HEAL grant for the Center of Excellence in Behavioral Health, consolidating the ECMC and Kaleida Health behavioral health programs. You may have already noticed the site preparation work that is preceding the construction that will begin later this year. Cardiac care will begin integration with the Gates Global Vascular Institute in 2013, creating one program at two sites; Buffalo General Medical Center and ECMC. Finally, we will be working to integrate laboratory services with Kaleida's centralized lab services with essential lab services remaining at ECMC.

While staying true to our mission to treat everyone regardless of their ability to pay, we continue to be responsible to the patients we serve and remain committed to being good stewards of the public assets we manage. In 2012, 32.8% of our inpatients and 35.3% of our outpatients were Medicaid recipients. In 2012, we also provided \$39.5 million in charity care. Despite providing this level of uninsured and underinsured care, ECMC has implemented efficiencies, managed growth in key areas, and kept debt to manageable levels. The result has been a breakeven or better yearly financial outcome in all but 2009 (when ECMC Corporation assumed over \$25 million of GASB 45, post-retiree health care liability from the County of Erie). ECMC Corporation is no longer "a drain on the taxpayer" as some public officials have said in the past. ECMC Corporation no longer takes a subsidy from the County of Erie. Despite the growth and success financially and otherwise, ECMC Corporation continues to face longer term challenges that must be addressed.

While we have stabilized our relationship with Erie County, we need to continue to be concerned about this relationship and our inability to run the corporation like a business without County influence. The County's recently publicized cash flow problems delaying our DSH/IGT payment (indigent care payment) for three months in 2013, and unsuccessful union negotiations call for us to re-examine our relationship with the County. As a nearly \$500 million business, we need to be able to manage our own costs in order to compete in the healthcare marketplace. Specifically, with regard to employee benefits, we must be able to address pension and retiree health costs directly with our labor partners, and create a civil service process that is less governmental and more healthcare focused.

The Affordable Care Act also calls for ECMC to accelerate existing, and create new, collaborations with Kaleida and other partners in the community. Our current integrations are historic for Western New York, and continue to position us for the changing healthcare environment. The growing pressure of less reimbursement for patient volume and more reimbursement for quality and patient satisfaction will be a significant challenge moving forward. It is only with a continued look at efficiencies and clinical integration that we will meet these challenges.

While our Trauma Center generates some of the best survival scores in New York State, and our clinical quality is often recognized, we must continue to raise the bar. Across Western New York and at ECMC, patient experience scores continue to lag behind the rest of the country. It is simply not acceptable. A paradigm shift in the patient experience must take place, from the moment a patient walks into the

building, to communication with clinical staff, to accommodations and amenities. In short, we need to do better. We have similar clinical outcomes to the Cleveland Clinic and UPMC and need to be thought of as highly as they are by our patients.

We would be remiss if we did not thank the community and our ECMC Corporation employees for their support and sense of community during the tragic events of June 13th that took the life of ECMC family member, Jackie Wisniewski. Our employees experienced an unthinkable sadness, and they still came to work every day, providing the same level of compassionate care. We received unbelievable support from the community with phone calls, letters, and visits offering help. This reminds us of how lucky we are to be from such a special community. We could not be more proud. We continue to remember Jackie, and our thoughts and prayers are with her family.

As we enter 2013, we will look again to our community to support ECMC. We will be working to make significant improvements to the ECMC Health Campus with two goals in mind: the very best patient care and long-term sustainability of New York State's number one Trauma Center. We know that we cannot achieve these goals without significant change, but we have been challenged to change in the past and have met those challenges.

You are part of the ECMC story and our commitment to truly care for, and about, this community. Thank you for your continued support and belief in the mission of ECMC.

Sincerely,



Jody L. Lomeo
Chief Executive Officer



Kevin M. Hogan
Chair, Board of Directors



Richard E. Hall, DDS, PhD, MD
President, Medical Executive Committee

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

**Great Lakes Health receives \$15 Million for Center of Excellence for
Behavioral Health Care**

New facility on ECMC Health Campus consolidates services

On June 18, 2012, Great Lakes Health announced that New York's Health Department approved a \$15 million grant to help Erie County Medical Center and Kaleida Health consolidate mental health and drug dependency treatment in one \$25 million Regional Behavioral Health Center of Excellence (COE) at ECMC.

The new center, announced as a concept Feb. 13, 2012, is a physician-driven collaboration between ECMC and Kaleida. It will create a state-of-the-art, comprehensive psychiatric emergency program and new inpatient facilities to serve mental health patients in the Western New York community.

“The HEAL-NY grant will help us create a Center of Excellence for Behavioral Health on the ECMC Health Campus, create a new and improved facility for the Comprehensive Psychiatric Emergency Program (CPEP), and continue our collaborative relationship for the good of our patients,” said Kaleida President and CEO James R. Kaskie. “Collaboration creates synergies and synergies get things done.”

“This is another tangible example of leveraging the talents, infrastructure, clinical expertise of both ECMC and Kaleida to benefit our community and the patients we serve,” he added.

The consolidated model will combine the resources of the ECMC and Buffalo General Medical Center behavioral health programs and will create a single, 180-bed inpatient psychiatric program. It will also continue ECMC's current 22 detoxification beds and 20 inpatient chemical dependency rehabilitation beds.

The plan also calls for continuing ECMC's and Kaleida's Main Street outpatient clinics, along with clinics in Lancaster and North Buffalo. The state's Healthcare Efficiency and Affordability Law-21 [HEAL-NY] funding significantly moves the project forward.

ECMC Corp. and Kaleida Health will fund the remaining \$10 million. The new center, planned to open in March 2014, would expand ECMC's current emergency behavioral health facilities from 6,500 square feet to 16,000 square feet.

“This center provides an opportunity to develop better quality, consolidated programs of emergency, outpatient, and inpatient services with one focus: the patients,” said ECMC CEO Jody L. Lomeo. “It will be state-of-the-art, and will deliver the care the mentally ill in our community deserve. That care will improve by having all our collective expert physicians and staff in one place and this is another example of the success of Great Lakes Health.”

Mental health care in Western New York, like the rest of the state, is fragmented and costly to the state's Medicaid payment system. In the last 20 years, the Buffalo Psychiatric Center went from 1,200 beds to 160 and the Gowanda Psychiatric and West Seneca Developmental centers closed.

Other inpatient facilities downsized or closed in recent years and while outpatient services exist, there is a lack of coordination among community providers. Psychiatrists are also in short supply throughout the region.

This combination of factors created a crisis for mental health patients and their families in Western New York. Mentally ill and chemically dependent patients in crisis are, many times, forced to find care in crowded hospital emergency rooms, which leads to more costly episodic inpatient care and unsafe conditions for clinical staff.

Dr. Yogesh Bakhai, ECMC Chief of Service of Psychiatry and Dr. Maria Cartagena, medical director, Buffalo General's Department of Inpatient Behavioral Health & Psychiatry, will lead this initiative.

“The region has needed a Center of Excellence in Behavioral Health for years,” said Dr. Bakhai. “Not only do we need to expand our facilities to meet the growing demand, we need to bring together the talents of the region to focus on creating a better model for our patients.”

“This project is solely about the needs of patients,” said Dr. Cartagena. “We recognize that creating exceptional quality care for our patients is not necessarily about a particular location, but about the dedication and expertise of the treatment team.”

“As a regional center for psychiatric care, ECMC has the facility and the room to expand our comprehensive services. Additionally, this would allow us to bring the expertise of our physicians and staff together with ECMC's experienced physicians and staff to create a true collaborative effort. The development of a center of excellence in psychiatry would most definitely improve the quality of care for behavioral health patients for generations to come.”

The integrated model will combine the current outpatient volumes of 44,300 annual visits at ECMC and Kaleida's 68,829 annual visits with services provided onsite at ECMC and at its community-based locations.

Currently, ECMC has 132 licensed inpatient psychiatric beds with 2,297 discharges in 2011 and 57 inpatient rehabilitation/detoxification beds with 1,621 discharges in 2011. Buffalo General Medical Center has 91 licensed inpatient beds with 2,307 annual discharges.

This consolidation represents the third major initiative of Great Lakes Health System to merge the services of ECMC and Kaleida. The first created the Gates Vascular Institute on the Buffalo Niagara Medical Campus in collaboration with the University at Buffalo and the second being the Regional Center of Excellence for Transplantation & Kidney Care on ECMC's campus, both HEAL-funded initiatives to restructure and right size the region's health care.

ECMC Lifeline Foundation, Sabres Alumni, First Niagara, unveil Mobile Mammography Coach

On July 18, 2012, Erie County Medical Center Lifeline Foundation, First Niagara Financial Group and the Buffalo Sabres Alumni unveiled a motor coach that conveys two digital mammography machines to underserved and under-tested women in all areas of Western New York.

With a combined \$750,000 contribution from First Niagara Financial Corp., the Sabres Alumni Association, and Erie County Medical Center Lifeline Foundation, the clinical operations of the coach are managed by Western New York Breast Health, the practice of Dr. Vivian Lindfield located in Amherst. Erie County Medical Center Lifeline Foundation, which is contributed to the purchase and operations of coach, is the owner and maintains the coach.

Western New York had the highest rate of new breast cancer in Upstate New York, according to a 2010 report. In addition, Upstate New York had a higher breast cancer death rate per 100,000 women in 2011 at 24.5 per year, than nationally, 24, statewide, 23.7, or in New York City, 23.9, according to the Susan G. Komen Foundation of WNY.

All women are welcomed for mammographies on the coach. This includes those with insurance or those covered by Medicaid or Medicare, as well as the uninsured. Exams require a prescription, but women without a primary-care physician can obtain a script at the coach.

“This is a great community program that will actually save lives and the ECMC Lifeline Foundation is thrilled to be a partner in,” said Jody L. Lomeo, ECMC’s CEO and Foundation Board Member. “We hardly finished our presentation when the Sabres alumni and First Niagara said ‘yes’ and stepped up to fund this. We all know someone touched by breast cancer and we all want to see earlier diagnosis and treatment.”

The coach tours inner-city as well as rural areas of the region. The 45-foot coach is parked at festivals, health fairs, churches, and community centers to mention a few locations.

“Among our membership, we’ve had a number of player wives, daughters, sisters and mothers affected by breast cancer,” said director of Alumni Relations for the Buffalo Sabres Larry Playfair. “This is such a useful and meaningful addition to the tools the region brings to bear to help thwart this disease. We are committed to this project, and will stay involved with its growth.”

There are only a few dozen such coaches in use in various regions of the country. There is one for the whole state of West Virginia and others in Alaska, southwest Florida, Arkansas, Michigan, southern Texas, coastal Connecticut and central Tennessee, and even one operating in Pakistan. One of the first started in 2004 in Western Washington. That program added another in 2008 to keep up with demand. The program in West Virginia, which has the fifth-highest mortality rate from breast cancer nationally, reached 400 women in 2009 and 1,520 in 2011. The mammography coach is expected to test more than 1,500 in its first year and already has 300 patients scheduled over the first two months.

“We say the coach is for the “underserved,” it is really for the “never-served” said John Koelmel, president and CEO of First Niagara. “We all know that the key to surviving any cancer, but especially breast cancer, is early detection and treatment. What better way to provide this care than by saying, ‘You can’t get to us? Then we’ll come to you.’ ”

The coach also furthers ECMC’s commitment to the inner-city neighborhoods around its Health Campus. Although the breast cancer incidence rate is 17 percent lower in African-American women than in white women, the mortality rate among black women is 32 percent higher.

Moreover, the survival rate for breast cancer in African American women is 75 percent, compared with 89 percent among white women. Mammography screening reduces breast cancer mortality by 35 percent to 50 percent, according to the American Cancer Society.

Although 70 percent of white and African American women 40 years and older received mammograms in the last two years, only 54 percent of African American women nationwide reported having a mammogram within the past year in accordance with American Cancer Society guidelines.

“My philosophy has always been about prevention, access to care, and providing a full spectrum of care,” said Dr. Lindfield. “Breast care in Western New York has been fragmented and inaccessible for those in need. Today that changes.”

Grand Opening of ECMC’s “Grider Family Health Center”

On May 24, 2012, Erie County Medical Center (ECMC) Corporation officially opened and dedicated the *Grider Family Health Center*. Renovating and utilizing the building/space of the former tenant, ECMC Corp. owns and operates the new primary care facility known as the *Grider Family Health Center*. The official opening of the *Grider Family Health Center* included an open house for residents living in adjacent neighborhoods to visit and tour the facility.

“Our new Grider Family Health Center further addresses the primary care needs of residents in this community,” said Jody L. Lomeo, Chief Executive Officer, ECMC Corporation. “With a truly professional staff and access to the full resources of ECMC, Grider Family Health Center is well equipped to care for the entire family and provide continuity of care through our Medical Center.”

The Medical Director of the *Grider Family Health Center* is Antonia Redhead, M.D., Associate Professor of Family Medicine. The *Grider Family Health Center* offers a full range of health care services for patients of all ages, from care for expectant mothers to pediatrics to the treatment of acute and chronic illnesses. Appointment schedules are flexible allowing patients with urgent needs to be seen on the same day or within 24 hours. A doctor is on-call 24 hours a day and a nurse is always available to answer questions by telephone during regular business hours. The Center is designed with patient comfort in mind, including a spacious and comfortable waiting room area, plenty of patient examination rooms, and an easily accessible business office.

New Center of Excellence in Plastic and Reconstructive Surgery at ECMC *Specializing in Head & Neck Cancer, Plastic & Reconstructive Surgery, and Breast Care*

ECMC Corporation, the area’s leading hospital system in several primary and specialty care areas—including cardiac care, trauma care, burn treatment, traumatic brain and spinal cord rehabilitation, and renal transplant care—now offers a wide range of Plastic & Reconstructive Surgery, Specialized Head & Neck Cancer Care and Breast Care services to the Western New York community.

Plastics and Reconstruction

Plastic surgery and reconstructive surgery are complementary medical disciplines that address the repair and restoration of both normal function and appearance to abnormalities of the body. These abnormalities may be congenital in nature or the result of trauma, infection, disease, or tumor. In the hands of professionals, plastic and reconstructive surgery can help reestablish a sense of normalcy in the lives of cancer and trauma patients.

At ECMC, nationally renowned plastic and reconstructive surgeons perform a variety of procedures to treat abnormalities and conditions of the head and neck, breast, and other body regions. These include: breast reconstruction, utilizing both autologous (using the patient’s own tissue to restore the breast) techniques such as DIEP (Deep Inferior Epigastric artery Perforator) flaps as well as tissue expander / implant techniques, depending on each individual patient’s needs; microvascular free tissue transfer “Free Flaps” as well as a wide variety of local and regional flaps for improved functional and cosmetic outcomes in cancer and trauma patients; skin cancer management and reconstruction; restoration or improvement of form and function for cancer, trauma, and congenital abnormalities.

The head & neck / plastic & reconstruction surgeons at ECMC are committed to offering world-class compassionate care from initial consultation through post-operative follow-up. They are sensitive to the emotional toll of cancer and traumatic defects and work to promote the restoration of form and function.

ECMC receives Get With The Guidelines-Stroke Silver Plus Quality Achievement Award

Erie County Medical (ECMC) Corporation has received the American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Silver Plus Quality Achievement Award. The award recognizes ECMC's commitment and success in implementing a higher standard of stroke care by ensuring that stroke patients receive treatment according to nationally accepted standards and recommendations.

To receive the Get With The Guidelines-Stroke Silver Plus Quality Achievement Award, ECMC achieved at least 12 consecutive months of 85 percent or higher adherence to all Get With The Guidelines-Stroke Quality Achievement indicators and achieved at least 75 percent or higher compliance with six of 10 Get With The Guidelines-Stroke Quality Measures during that same period of time, which are reporting initiatives to measure quality of care.

With a stroke, time lost is brain lost. The nationally accepted stroke treatment measures include aggressive use of medications, such as tPA, antithrombotics, anticoagulation therapy, DVT prophylaxis, cholesterol reducing drugs and smoking cessation, all aimed at reducing death and disability and improving the lives of stroke patients.

“ECMC is focused on improving the quality of stroke care by implementing Get With The Guidelines-Stroke, following evidence-based protocols that have been shown in the scientific literature to quickly and efficiently treat acute ischemic stroke patients,” said Paula Quesinberry, BSN, RN, Stroke Program Coordinator and EEG Supervisor, ECMC.

“ECMC is to be commended for its commitment to implementing standards of care and protocols for treating stroke patients,” said Lee H. Schwamm, M.D., chair of the Get With The Guidelines National Steering Committee and director of the TeleStroke and Acute Stroke Services at Massachusetts General Hospital in Boston. “The full implementation of acute care and secondary prevention recommendations and guidelines is a critical step in saving the lives and improving outcomes of stroke patients.”

Get With The Guidelines-Stroke uses the “teachable moment,” the time soon after a patient has had a stroke, when they are most likely to listen to and follow their healthcare professionals' guidance. Studies demonstrate that patients who are taught how to manage their risk factors while still in the hospital reduce their risk of a second heart attack or stroke. Through Get With The Guidelines-Stroke, customized patient education materials are made available at the point of discharge, based on patients' individual risk profiles. The take-away materials are written in an easy-to-understand format and are available in English and Spanish. In addition, the Get With The Guidelines Patient Management Tool provides access to up-to-date cardiovascular and stroke science at the point of care.

“The fact that ECMC earned the Get With The Guidelines-Stroke Silver Plus Quality Achievement Award demonstrates that our clinicians are committed to providing care that has been shown to quickly and efficiently treat stroke patients,” said Jody L. Lomeo, Chief Executive Officer, ECMC Corp.

The number of acute ischemic stroke patients eligible for treatment is projected to grow over the next decade due to a large aging population. According to the American Heart Association/American Stroke Association, stroke is one of the leading causes of death and serious, long-term disability in the United States. On average, someone suffers a stroke every 40 seconds; someone dies of a stroke every four minutes; and 795,000 people suffer a new or recurrent stroke each year.

About Get With The Guidelines: *Get With The Guidelines® is the American Heart Association/American Stroke Association's hospital-based quality improvement program that empowers healthcare teams to save lives and reduce healthcare costs by helping hospitals follow evidence-based guidelines and recommendations. For more information, visit heart.org/quality.*

Russell Salvatore Donates 350 Flat-Panel TVs to ECMC

On November 21, 2012, well-known Buffalo restaurateur Russell Salvatore, a former Erie County Medical Center patient, announced a Thanksgiving Eve gift of \$195,000 for 26-inch, flat-screen, LG televisions for about 350 patient rooms.

The gift prompted ECMC to end its practice of charging patients a fee for television use to defray the cost of the televisions. All patients will now be able to watch television for free.

Salvatore, who was treated for a broken ankle at ECMC, was impressed with the care and compassion of ECMC staff. Salvatore's gift is in recognition and appreciation of ECMC's focus on patient experience that has transformed the hospital. ECMC is the No. 1 Adult Regional Trauma Center in New York State, but beyond emergency care, ECMC also treats the largest number of fractures regionally.

"This is the season of giving, and I want to give back," Salvatore said. "When you are recuperating in a hospital bed, television becomes very important. I want to make sure all of ECMC's patients have the same excellent patient experience that I did. I wish everyone a quick recovery and a very Happy Thanksgiving."

The gift to ECMC patients is through the ECMC Lifeline Foundation.

"Russell truly understands the impact a good experience can have on a person," remarked Jody L. Lomeo, CEO of ECMC. "He has set the standard for customer service in his restaurants and hotels locally, which has made him successful here. He really appreciates that success and is always looking for meaningful ways to give back. ECMC and our patients are very fortunate to be on the receiving end of his deep generosity.

"This gift allows us to continue to improve our superior patient experience," Lomeo said. "We're renowned for trauma care, transplant excellence and overall patient satisfaction. We want to really provide our patients with the best amenities that improve their stay."

In recent years, ECMC also replaced all the beds in the surgical/medical rooms with the latest in hospital bed technology.

"If you haven't been to ECMC in a while, you really must see it," Salvatore said. "There's new parking, a new entrance area, two major new care additions and now all the rooms have flat screens."

ECMC selected by NYS Office of Mental Health for site of “Train the Trainer Program” Behavioral Health Services

Out of multiple facilities that provide in-patient mental health services throughout Western and Central New York, the New York State Office of Mental Health (OMH) selected ECMC as the host organization to conduct their program. The *Preventing and Managing Crisis Situations* (PMCS) curriculum is designed for facilities that treat people with mental illness in an in-patient setting. The program covered awareness and understanding, prevention, verbal/non-verbal de-escalation, physical protective and restrictive techniques, follow-up and agency planning, improving outcomes and creating a person centered treatment culture. The “Mr. Peters Video” is used as a teaching tool in this program. Once a patient is admitted or has met with Behavioral Health staff, the staff members practice the ICPP (Individual Crisis Prevention Plan) to better understand the patient and the situation. Upon successful completion of this Train-the-Trainer course, participants are able to conduct the training at their facilities.

ECMC-Helping you Stay Safe

October was Domestic Violence Awareness Month and ECMC partnered with The Family Justice Center to help educate staff members throughout the month of October. The Family Justice Center brought together 13 different onsite partners whose main concern is helping anyone in need who may be going through a difficult relationship. Services available include safety planning, spiritual care, forensic medical documentation, legal assistance, law enforcement, counseling and order of protection. The Family Justice Center offers free confidential services with no appointment needed at two locations: 237 Main Street, 14th Floor, Buffalo, New York; and the Southtowns Family Center at 4383 South Buffalo Street, Orchard Park, New York.

UB Department of Surgery at ECMC hosted American College of Surgeons NYS Resident Trauma Paper Competition

The University at Buffalo’s Department of Surgery Division of Trauma at ECMC hosted the American College of Surgeons New York State Committee on Trauma (COT) Resident Trauma Papers Competition on October 31, 2012. The purpose of this program is to promote trauma research among surgical trainees and encourage participation in COT-related activities. This program is held yearly and open to general surgery residents, surgical specialty residents and trauma fellows across Upstate New York. Accepted papers describe original research in the area of trauma in one of two categories: (1) basic laboratory research or (2) clinical research. UB’s surgical residents took home two awards. Dr. Peter Smit was awarded first place for his basic science research project, *The Role of sRAGE and HMGB1 in the Pathogenesis of Aspirationinduced Acute Lung Injury*; and Dr. Edward Cho was awarded runner up for his clinical research project, *Survey of Surgical Residents’ Adherence to Global Protection Techniques During Bedside Procedures*. Both residents were mentored by Dr. Alan Guo. This event was held in conjunction with the department’s annual John R. Border Memorial Lectureship. Dr. Timothy Fabian, Professor and Chairman of the Department of Surgery at the University of Tennessee in Memphis, Tennessee, served as guest lecturer.

ECMC Hosts Autumn *MASH Camp*

On October 18, 2012, ECMC hosted its fall *MASH Camp* for the Health Sciences Charter School (HSCS). *MASH Camp* exposes students to real-life work experiences and allows them the unique opportunity to explore multiple careers in the healthcare and bio-sciences industries.

The Mash Camp included presentations by a variety of ECMC professionals. The event opened with a briefing of the day's activities. A dynamic presentation followed providing an overview of the job of a patient advocate job and the importance of customer service. After the morning sessions, students participated by taking department tours to Dietary, Emergency and Plant Operations, as well as the Center for Wound Care and Hyperbaric Medicine.

After lunch, the HSCS students enjoyed career presentations about two hospital professions as well as a human resources overview with discussions about what hospitals are looking for when hiring employees, as well as an overview of what's new at ECMC and inspirational and motivational words encouraging the students to reach for excellence.

The presenters shared information about their professions and their personal experiences in their professions. They discussed high school and college preparation and requirements for their positions and shared information about various positions in their departments.

Dr. Mark Laftavi presents at Emirate Medical School

Dr. Mark Laftavi received recognition on behalf of the *Regional Center of Excellence for Transplantation and Kidney Care at ECMC* team from the Emirate Medical School. Recognition was given by the successor of the Sheik of Emirate for the outstanding contribution to the field of organ transplantation. Dr. Mark Laftavi presented work from ECMC and the University at Buffalo as a speaker and chairperson. Currently, United Arab Emirate (UAE) is becoming an interest to many prestigious medical schools around the United States. Johns Hopkins, Harvard and other well known universities opened sections of their schools in the Emirate region. ECMC and the University at Buffalo were invited to present at the Emirate Nephrology and Transplant Congress.

ECMC Resource Management Committee Showcased at National Conference

The Resource Management Committee is an interdisciplinary group that explores ECMC's use of resources to ensure effective allocation and alignment with clinical best practices.

The work of the Resource Management Committee was showcased during a provider support conference call held by the Advisory Board in May. The Advisory Board staff received so much positive feedback about our committee's work that our staff members were asked to present at the national stakeholders meeting in Washington, DC, on September 13th, 2012.

Catherine Gazda, Director of Care Management, presented the work of the committee targeting issues challenging all hospitals across the nation, including readmissions, length of stay, one-day stay reduction, and observation status.

The audience was very complimentary of the results including these initiatives:

- The hospital's Appeals Department started a new process to reduce the number of payment denials they receive from one of the local insurance companies. They receive a list of patients who only stayed one day. They review these cases using established criteria to determine if the patients' illnesses and clinical services justify billing for an inpatient hospital day. If this is not the case, the staff can change the billing to observation level of care, a type of outpatient billing. This new process has resulted in an 85% reduction in short stay denials for the targeted payer.
- A review of admission order forms showed that each did not include all the choices for status or the type of service the patient is receiving, such as inpatient care, observation care, or post-day surgery. The committee revised the admission order sets for surgical services to include all the choices so the admitting doctor could easily find and mark the status. This change resulted in a 121% increase in appropriate use of observation status by the surgical groups.
- An overview of several organizational initiatives to more rapidly place Alternate Level of Care (ALC) patients in other care settings resulting in a 12% reduction in ALC days

The Resource Management Committee members include: Dr. Yogesh Bakhai, Dr. Rafael Blochle, Kathleen DiPrado, Debbie Cudzilo, Dr. Nancy Ebling, Catherine Gazda, Christine Krol, Pat Maciejewski, Dr. Khalid Malik, Dr. Brian Murray, Maria Mychalczuk, Maryann O'Brien, Dr. Arthur Orlick, Cindy Paluh, Kathy Sweeney, Janice Welch, and Karen Ziemianski.

Vi-Anne Antrum recognized with "Early Career Healthcare Executive Award"

Vi-Anne Antrum, RN, MSN, MBA, FACHE, was recognized by the American College of Healthcare Executives (ACHE) with the Early Career Healthcare Executive Award. The criteria for receiving this award include: affiliation with the American College of Healthcare Executives; demonstration of leadership ability; demonstration of innovative and creative management; executive capability in developing an organization and promoting its growth and stature in the community; participation in local, state, or provincial hospital and health association activities; participation in civic/community activities and projects; demonstration of participation in College activities; and interest in assisting ACHE in achieving its objectives. Vi-Anne certainly meets all of these requirements.

Vi-Anne Antrum is the Unit Manager for Inpatient Hemodialysis and the Vascular Access Center. Vi-Anne began her career at ECMC as a staff nurse (2000), then became a Charge Nurse, and a Nursing Care Coordinator. Vi-Anne has held a wide range of management/nursing positions throughout her career. She holds Associate degrees in Nursing and Accounting from Onondaga Community College, a Bachelor of Science degree in Nursing from Daemen College, and dual Master's degrees in Nursing and Business Administration from the University of Phoenix. She holds certifications in Basic Life Support (BLS), Advanced Cardiac Life Support (ACLS), and Pediatric Advanced Life Support (PALS). Vi-Anne belongs to Sigma Theta Tau International Nursing Honor Society, the American College of Healthcare Executives, the New York Organization of Nurse Executives, and the New York State Nurses Association. Vi-Ann was also selected for inclusion in the 2011-2012 Cambridge Registry of Who's Who Among Executives, Professionals, and Entrepreneurs.

About the American College of Healthcare Executives: *ACHE is an international professional society of more than 30,000 healthcare executives who lead our nation's hospitals, healthcare systems and other healthcare organizations. ACHE is known for its prestigious credentialing and educational programs and its annual Congress on Healthcare Leadership, which draws more than 4,500 participants each year. ACHE is also known for its journal, the Journal of Healthcare Management, and magazine, Healthcare Executive, as well as groundbreaking research and career development and public policy programs.*

ECMC TICU Charge Nurse Lt. Kathleen Fay, Air Force Nurse-Leader recognized for Outstanding Service

ECMC Trauma Intensive Care Unit (TICU) Charge Nurse **Lt. Kathleen Fay**, Air Force nurse, member of the Niagara family, has been recognized for outstanding contributions to the care and treatment of others.

Lt. Col. Kathleen Fay, Medical Readiness Officer and Critical Care Air Transport Team Nurse for the 914th Aeromedical Staging Squadron, was selected as a recipient of the Brigadier General Beverly S. Lindsey Nursing Leadership Award for the fiscal year 2011. Fay was notified of the award during her recent 6-month deployment to Afghanistan.

“I was surprised, really surprised,” she said. “It seems like there are more people doing more stuff. It’s an honor; it’s special to say I got it.”

While at Bagram Airfield, Fay was the Intensive Care Flight Commander.

“We took care of everyone there,” she explained. “Kids, our guys, NATO forces. There is nothing better than taking care of our troops. They deserve the best, that’s why I don’t complain when I go.”

Lt. Col. Fay, who came to the Air Force Reserve in 2000 from the Army, has deployed numerous times. As well as the recent Bagram rotation, she has worked in Germany, Balad and Baghdad, Iraq, in addition to other Southwest Asia locations.

“I love my deployments, I want to go one more time before I retire,” she said.

In the civilian sector, Fay works at Erie County Medical Center’s Regional Adult Trauma Center. Working as a charge nurse in the Medical Intensive Care Unit helps keep her skills up, said Fay.

The award was named for the first nurse General Officer selected from any of the military reserve forces. Col. Beverly S. Lindsey was selected for Brigadier General on July 1, 1985. She was the Mobilization Assistant to the Chief of the Air Force Nurse Corps Reserve from 1985-1989.

As published in “Air Force Print News Today,” by the 914th Airlift Wing Public Affairs office.

ECMC Nurse Danita Edwards selected as March of Dimes *Rising Star Nurse of the Year*

Danita Edwards RN, BSN, was selected as the March of Dimes *Rising Star Nurse of the Year*. All nurses nominated demonstrate the true appreciation and respect that so many have for the compassionate, skilled professionals in the nursing industry. The March of Dimes recognizes that nurses are often at the front line of care, guiding families and helping to ease them through difficult times. Through the Nurse of the Year event, the March of Dimes Foundation honors the best of the best and pays tribute to people who protect the health of moms and babies every day. “Thank you for being a leader and an inspiration not only to your peers, but also to the March of Dimes and families we serve,” Dr. Jennifer Howse, President, March of Dimes Foundation, as she stated in the notification letter to Danita.

ECMC Launches Schwartz Center Rounds

Nationally recognized program helps employees strive to create best patient and family experience

On September 25, 2012, Erie County Medical Center (ECMC) Corporation announced that it will begin offering a regular forum for its employees to openly and honestly discuss the most challenging emotional and social issues that arise in caring for patients and their families. The program, called Schwartz Center Rounds®, has been found to increase compassionate care, improve teamwork, and reduce caregiver stress.

Schwartz Center Rounds are a program of The Schwartz Center for Compassionate Healthcare, a Boston-based nonprofit dedicated to strengthening the relationship between patients and caregivers. Unlike traditional medical rounds, the focus is on the human dimension of healthcare. Caregivers share their experiences, thoughts, and feelings on topics drawn from actual patient cases. The principle is that caregivers are better able to make personal connections with patients, families, and colleagues when they have greater insight into their own feelings.

“Compassionate care is becoming increasingly difficult to provide in today's fast-paced, technology-focused, and cost-conscious healthcare environment,” said Schwartz Center Executive Director Julie Rosen. “Financial pressures and administrative demands mean less time with patients and families and an emphasis on diagnosis and treatment rather than the impact an illness may have on the patient and family.”

“We know that many caregivers today deal with many increasing clinical demands and emotional situations in the care of our patients and their families,” explained Jody L. Lomeo, Chief Executive Officer, ECMC Corp. “We want to be able to provide our employees with a supportive outlet for expressing these feelings and methods for developing coping skills so they can continue to provide compassionate care to our patients and families.”

Schwartz Center Rounds were first piloted at Massachusetts General Hospital in Boston in 1997. Since then, the program has grown rapidly as the need has increased. Today, Schwartz Center Rounds are conducted at hundreds of hospitals and other healthcare institutions across the country and at nine hospitals in the United Kingdom.

According to a comprehensive evaluation of the program published in 2010 in *Academic Medicine*, the journal of the Association of American Medical Colleges (AAMC), Schwartz Center Rounds strengthen the patient-caregiver relationship and remind caregivers why they entered the healthcare profession in the first place.

Caregivers who participated in multiple Rounds sessions reported:

- Increased insight into the social and emotional aspects of patient care, increased feelings of compassion toward patients, and increased readiness to respond to patients' and families' needs;
- Improved teamwork, interdisciplinary communication, and appreciation for the roles and contributions of colleagues from different disciplines; and
- Decreased feelings of stress and isolation, and more openness to receiving and giving support.

Rounds also had a positive impact on the culture of host institutions, with more than half of evaluation respondents reporting specific changes in departmental or hospital-wide policies and practices, particularly a greater use of palliative care services.

“From all indications, the need for a program like Schwartz Center Rounds is great,” said Rosen. “In a national survey we conducted last year, more than 80% of patients said they believe that good communication and emotional support can make a difference in how well patients recover from illness and even whether they live or die. Yet their ratings of how well their caregivers demonstrated compassionate care fell short of their expectations.”

“We congratulate Erie County Medical Center on recognizing the importance of the patient-caregiver relationship, and we look forward to working with them to advance compassionate care for all patients and families,” she added.

About The Schwartz Center for Compassionate Healthcare: *The Schwartz Center for Compassionate Healthcare (<http://www.theschwartzcenter.org/>) reflects the vision of Ken Schwartz, a Boston healthcare attorney who died of lung cancer at the age of 40 and found that what mattered to him most as a patient was the compassionate care he received from his caregivers, which he said “made the unbearable bearable.” He established the Schwartz Center just days before his death to ensure that all patients receive compassionate care. In addition to sponsoring Schwartz Center Rounds, the Schwartz Center develops and funds other innovative programs, recognizes and honors caregivers who demonstrate extraordinary compassion, and supports policies that promote and advance compassionate care.*

Honorees for 2012 Heroes 5k Run & Healthwalk

On September 24, 2012, ECMC and ECMC Lifeline Foundation announced honorees of the 2012 Heroes 5k Run and Healthwalk. The nominees are dedicated, life-saving professionals from the fields of Law Enforcement, Firefighting, Emergency Medical Services and Trauma Medicine.

Event Chair Robert Holliday, VP/GM, AT&T-Upstate New York District; and Board Member of the ECMC Lifeline Foundation, served as emcee of the news conference.

The following individuals and groups were honored September 29, 2012, during the 2012 Run for Heroes in Delaware Park. Registration for the 5k Run and Healthwalk with \$2,500 in Cash Prizes opened at 8:30am. A motorcade of law enforcement and emergency vehicles kicked-off the run at 10:00 AM with awards that immediately followed. A post race party was held with the music of “Dive House Union,” an award winning band featuring drummer and Buffalo Firefighter Shannon Street.

Buffalo Police Department; Buffalo Police SWAT Team & Erie County Medical Center Police Department: The men and women of the Buffalo Police Department, Buffalo Police SWAT Team and ECMC Police Department put their lives on the line everyday to ensure the safety of the citizens of Buffalo & the ECMC Community. They train tirelessly to be prepared 24/7 for every imaginable emergency. Those skills were put into play in June with the unspeakable tragedy on the ECMC Medical Campus. They were able to quickly put into a place a plan that ensured the safety of not only the ECMC community but the greater WNY community as well. ECMC and the Lifeline Foundation would like to publically recognize these outstanding law enforcement professionals for their dedication, compassion and service to our community.

Kevin Hairston, Buffalo Fire Department: Gold Medal Firefighter Kevin Hairston of Ladder 14 is being recognized for Bravery in the Line of Duty. During a January 15th blaze Firefighter Hairston put his life on the line by entering an inferno without the benefit of a hand line in order to find a trapped man. He found the victim in a first floor bathroom and radioed for help in moving the man to safety. Through his bravery, diligence and teamwork the victim was removed from the burning building and brought to safety. For his actions on January 15 and his dedication and commitment to the BFD, Firefighter Hairston is being honored as a Hero by ECMC Lifeline Foundation as well as being given the BFD Memorial Award for Bravery.

Justin Janiga, Rural Metro Medical Services: A resident of Hamburg, New York, Justin started his career in emergency services by joining the Woodlawn Fire Company in 2006. Justin joined the ranks at Rural Metro Medical Services in 2008 after completing the Emergency Medical Technician Basic Training Course and quickly gained the respect of his peers. He became a Field Training Officer to assist his fellow employees become better providers and in 2010 took advantage of Rural/Metro's funding for their employees to enroll in the Paramedic Program, graduating with honors in 2011 from ECC. Justin's commitment to exceptional service and passion for helping others has enabled him to be a standout in his field. Justin is continuing his studies with plans to attend medical school in the future.

Michael Manka, MD, ECMC: Dr. Manka is a WNY native who graduated from UB Medical School in 1996 and chose to stay in Buffalo for his residency in emergency medicine where he served as chief resident. He served as Clinical Assistant Professor of Emergency Medicine at the Department of Emergency Medicine at SUNY Buffalo and has worked as an attending physician in the emergency department at ECMC since 1999. Over the past 5 years he has held the position of Chief of Service for the Department of Emergency Medicine. During his time at ECMC, Dr. Manka has enjoyed teaching medical students and residents training in the field of emergency medicine, and has received numerous awards for his efforts. He is an instructor for the Advanced Trauma Life Support course and an oral examiner for the American Board of Emergency Medicine. His research interests focus on trauma care, emergency ultrasound, and emergency department administrative issues and he has presented at numerous national meetings.

Madonna Lakso, RN, CCRN, ECMC: Madonna Lakso RN, CCRN is a graduate of Trocaire College where she earned her Associates Degree in Nursing in 1987. She has been an RN in the Trauma Intensive Care Unit (TICU) for over 20 years, as both a staff nurse and most recently, as a charge nurse. Madonna holds her certification as a critical care registered nurse (CCRN) through the American Association of Critical Care nurses (AACN). She is also an instructor for Advance Trauma Care for Nurses (ATCN), a preceptor to new nursing staff and an active and long-standing member of ECMC's Ethics Committee. In 1999, Madonna was honored as the recipient of the Patricia M. Losi Award which recognizes excellence in critical care nursing.

Heroes 5k Run & Healthwalk Past Honorees: Allen Gerhardt, Deputy Sheriff, Niagara County; Gary Sengbusch, Officer, Buffalo Police Department; Joe Bayne, Chaplin, Buffalo Fire Department; Gino Gatti, Firefighter, Buffalo Fire Department; Denise Cuillo, Paramedic, Buffalo Division of Rural Metro Medical Services; Donna Oddo, RN, Unit Manager, Emergency Medicine, ECMC; William Flynn, M.D., Chief of Service, Surgery, ECMC; Dr. Dietrich Jehle, M.D., Attending Physician, Emergency Medicine, ECMC; Buffalo Firefighter Mark Reed; Buffalo Police Officer Patricia Parete; Buffalo Police Officer Carl Andolina; Lockport Police Officer Steven D. Ritchie; Lockport Police Chief Lawrence M. Eggert; and Jamestown Police Detective David Mitchell.

ECMC Opens All-New CPEP Fast Track

On September 21, 2012, ECMC held an open house event to enable all staff members to see the newly renovated Comprehensive Psychiatric Emergency Program (CPEP) unit. Numerous improvements were incorporated into the updated facility. CPEP renovations and enhancements include: the addition of 4,500 square feet; a new Fast Track Triage Unit for a more open, safe and therapeutic environment for all patients/families and visitors; faster response time by psychiatric professionals to patients during potential psychiatric emergencies; and more expedient assessment and development of personalized patient response plans. Fast Track Triage improvements include: expanded waiting area and safer handling of all personal possessions; safer environment for patients, staff, and visitors; therapeutic setting for patients not in immediate crisis but requiring assessment, evaluation, and plan for psychiatric services in the community; expansion of CPEP space for examination/interview rooms, waiting areas, privacy and restrooms; and more efficient delivery of care for patients.

Specialized Training for Home Dialysis Care

The Regional Center of Excellence for Transplantation and Kidney Care offers a comprehensive array of services including: kidney and pancreas transplantation, in-center outpatient hemodialysis, vascular access services, inpatient hemodialysis services, and home dialysis services.

For more than 30 years, ECMC has been the headquarters for home dialysis services, particularly peritoneal dialysis, in Western New York. The state-of-the-art Center of Excellence has special facilities dedicated to peritoneal and home hemodialysis training. The establishment of the home dialysis program offers patients a great deal of flexibility in receiving care for their End Stage Renal Disease (ESRD). As an alternative to traveling to the hemodialysis unit, patients who desire more independence and flexibility in their schedules can choose either peritoneal dialysis or home hemodialysis, which can be conducted at home or at work.

The Center of Excellence also offers training for home dialysis by home dialysis registered nurses. ECMC's peritoneal dialysis nurse is Donna Martin, RN. Vanessa Gray, RN, BSN, Renal Clinician, was instrumental in creating the peritoneal dialysis program. Tina Wheaton, RN, is heading up the home hemodialysis program. Pat Cole, RN, BSN, is the Unit Manager for the Outpatient Unit and the home dialysis program. The Medical Director for dialysis services is Mandip Panesar, MD, FASN. John Henry, NP, MBA, is the Vice President for Transplantation and Kidney Care.

ECMC's Cleve-Hill Family Health Center hosts Health Fair

On Thursday, August 23, 2012, from 4:00 P.M. to 7:00 P.M., the Cleve-Hill Family Health Center, located (at 1461 Kensington Avenue--at Kensington Ave. and Eggert Road--Buffalo, NY 14215) held a Health Fair with free health screenings available for the public. The free health screenings included: Body Mass Index (BMI), heart, glucose, blood pressure, nutrition, stroke health, diabetes, and HIV/AIDS. Healthy cooking demonstrations presented by "Chef Steve."

Cleve-Hill offers a full range of important healthcare services for patients of all ages, from care for expectant mothers, to pediatrics, to the treatment of acute and chronic illnesses. The Center's healthcare capabilities include the following services and procedures: quality healthcare for the entire family, including newborns, children and adults; well child exams for newborns through the teen years; obstetrics services, from prenatal first visit to delivery for low-risk pregnancies; gynecological services, such as pap smears, contraception, treatment for vaginal infections and menstrual problems, and referrals when surgical care is needed; flu vaccines and immunizations; comprehensive prevention and wellness care,

such as routine physicals, annual exams, health counseling related to sexually transmitted diseases, as well as screenings for cancer, high blood pressure, and cholesterol; acute problems, such as coughs, flu, sore throats, abdominal pain, bladder infections, minor musculoskeletal injuries, and other common medical problems; ongoing evaluation and treatment of chronic illnesses, such as allergies, asthma, diabetes, high blood pressure, migraine headaches, skin conditions, and depression; procedures such as basic colposcopy, stitches, skin biopsy, and wart removal; urine pregnancy testing; and blood glucose determinations.

Celebration of Life fund-raiser for ECMC's Trauma Intensive Care Unit

On Monday, September 17, 2012, Mike and Debbie Billoni hosted a *Celebration of Life* fund-raiser for the Erie County Medical Center (ECMC) Corporation Trauma Intensive Care Unit (TICU). The event will take place from 5:30 P.M. to 7:30 P.M. at Patriots and Heroes Park in front of Russell's Steaks, Chops & More, at 6675 Transit Road, Williamsville, New York, 14221.

"Twenty years ago, a car hit my bike from behind and I flew into the windshield and shattered it," said Michael J. Billoni, ECMC Trauma Patient, and Marketing and Public Relations Director for the Food Bank of Western New York. "When I got to ECMC, I went through 17 hours of trauma surgery. I learned that ECMC is an amazing place with a staff of incredibly caring, highly skilled doctors, nurses, and therapists. My surgeon, Dr. John LaDuca, performed miracles and constantly encouraged me. I received great care at the medical center for 44 days."

Dr. John LaDuca served as Honorary Chairman of this *Celebration of Life* event.

"Camp 9-1-1" Safety Training and Injury Prevention for Children

On August 23, 2012, ECMC hosted "Camp 9-1-1" Safety Training and Injury Prevention for Children. "Camp 9-1-1" is designed to provide children, ages 10 through 13, with an interactive introduction to emergency medical services with an emphasis on safety, injury prevention, and bystander care through an enjoyable learning experience. Throughout the day, children were able to participate in hands-on experiences, demonstrations and questioning sessions. Important life-saving information the children gained knowledge about included: performing adult and infant CPR, how to practice basic first aid skills, and bystander care. Tours were given through the ECMC Emergency Department and up to the rooftop helipad. Children were able to meet with an FBI instructor and listen to a lecture on internet safety. Other activities the children were able to gain valuable knowledge from included: observing police dogs in training, watching a video on rollover accidents, and a Rural Metro Ambulance demonstration on patient care and safety. The children were able to visit the Pathology Department and see firsthand the effects of smoking. They learned a great deal about health and safety in many situations, as well as careers in health care. This program is funded by the Emergency Department Physician Group (University Emergency Medical Services) and the Erie County Medical Center.

Tournament of Life Raises over \$104,000

Park Country Club was the site of the 19th annual ECMC Lifeline Foundation *Tournament of Life Golf Classic* held August 13th. Over \$104,000 was raised to benefit ECMC patient care with 216 golfers taking part in the Tournament filling both the morning and afternoon rounds. The Tournament of Life was chaired by ECMC Corp. Board Vice-Chair, Michael Seaman.

The day's events included breakfast, lunch, food on the course and a Clubhouse reception following play. Golfers took part in several fundraising games on course to win various prizes and experiences with all proceeds benefitting the Foundation. Each golfer took home a new pair of Adidas golf shoes.

The Tournament was presented by Gold Sponsor, LP Ciminelli, Inc. Silver Sponsors included: Exigence and the Lomeo Family. Other corporate sponsors supporting the event at the Bronze level were: Key Bank; Morrison Healthcare Food Services; Excelsior Orthopaedics LLP; Scott Danahy Nylon Co. Inc.; Rural/Metro Medical Services; Willcare; Palladian Health; Freed Maxick CPAs; Practice Management Center; AT&T; Siemens Industries; First Niagara Financial Group; Kaleida Health; Buffalo Sabres, and Russell's Steaks Chops & More.

ECMC receives American Heart Association's Get With The Guidelines Gold Quality Achievement Award for Two Consecutive Years *Featured in US News and World Report*

On August 3, 2012, Erie County Medical (ECMC) Corporation announced that it received the Get With The Guidelines®-Heart Failure Gold Quality Achievement Award from the American Heart Association. The recognition signifies that ECMC has reached an aggressive goal of treating heart failure patients with 85 percent compliance for at least 24 months to core standard levels of care as outlined by the American Heart Association/American College of Cardiology secondary prevention guidelines for heart failure patients. Get With The Guidelines is a quality improvement initiative that provides hospital staff with tools that follow proven evidence-based guidelines and procedures in caring for heart failure patients to prevent future hospitalizations.

Under Get With The Guidelines-Heart Failure, heart failure patients are started on aggressive risk reduction therapies such as cholesterol-lowering drugs, beta-blockers, ACE inhibitors, aspirin, diuretics and anticoagulants while in the hospital. They also receive alcohol/drug use and thyroid management counseling as well as referrals for cardiac rehabilitation before being discharged.

"The full implementation of national heart failure guideline recommended care is a critical step in preventing recurrent hospitalizations and prolonging the lives of heart failure patients," said Lee H. Schwamm, M.D., chair of the Get With The Guidelines National Steering Committee and director of the TeleStroke and Acute Stroke Services at Massachusetts General Hospital in Boston, Mass. "The goal of the American Heart Association's Get With The Guidelines program is to help hospitals like ECMC implement appropriate evidence-based care and protocols that will reduce disability and the number of deaths in these patients. Published scientific studies are providing us with more and more evidence that Get With The Guidelines works. Patients are getting the right care they need when they need it. That's resulting in improved survival."

"For two consecutive years now, ECMC has received the Gold Award. This award recognizes the excellence in care that we deliver. ECMC's care for heart failure patients is among the best in the country. We intend to remain a leader in the American Heart Association's Get With The Guidelines-Heart Failure program, which guides our clinicians to continue to provide the very best care for our patients," said Jody L. Lomeo, CEO, ECMC Corporation.

Get With The Guidelines-Heart Failure helps ECMC's staff develop and implement acute and secondary prevention guideline processes. The program includes quality-improvement measures such as care maps, discharge protocols, standing orders and measurement tools. This quick and efficient use of guideline tools will enable ECMC to improve the quality of care it provides heart failure patients, save lives and ultimately, reduce healthcare costs by lowering the recurrence of heart attacks.

According to the American Heart Association, about 5.7 million people suffer from heart failure. Statistics also show that, each year, 670,000 new cases are diagnosed and more than 277,000 people will die of heart failure.

ABOUT GET WITH THE GUIDELINES: Get With The Guidelines® is the American Heart Association/American Stroke Association's hospital-based quality improvement program that empowers healthcare teams to save lives and reduce healthcare costs by helping hospitals follow evidence-based guidelines and recommendations. For more information, visit heart.org/quality.

ECMC plays part in Helping the Environment

On August 3, 2012, Erie County Medical Center (ECMC) Corporation announced that it is continuing its sustainable solutions for managing hospital waste that includes a strong focus on preventing carbon emissions by keeping plastic and cardboard out of landfills and decreasing regulated medical and municipal waste volumes. After being the first in Buffalo to implement a pharmaceutical waste compliance program a year ago, ECMC is striving to reach a goal of recycling almost one third of total waste, a [Practice Greenhealth](#) industry best practice.

The American healthcare sector accounts for 8 percent of the U.S. carbon footprint, according to a study published in the *Journal of the American Medical Association*. The analysis found that hospitals are by far the largest contributor of carbon emissions in the healthcare sector.

“ECMC's responsibility to our residents isn't just about improving the health of our patients. It's about promoting and supporting healthy communities,” said Juan Santiago, assistant vice president of support and hospital services at Erie County Medical Center. “We are decreasing the medical center's total impact on the environment and helping to improve air quality, public health and overall safety. This sustainable solutions initiative is also designed for the hospital to reduce risk, increase compliance and maximize operational and financial efficiencies. It's a win-win for everyone involved,” noted Santiago.

The recycling rate of the center's total waste volume has increased by 10%, while its municipal solid waste has decreased the same amount. Carbon emissions are being reduced by using reusable sharps containers for items such as needles and scalpels. Each reusable container keeps an average of 600 disposable sharps containers from ending up in landfills. Last year, Erie County Medical Center prevented 39,592 pounds of CO² emissions by diverting 67,796 pounds of plastic and 3,137 pounds of cardboard from the landfill. These numbers equate to not burning 2,039 gallons of gasoline.

Foundation Scholarship Program to Support ECMC Nursing Certification

The ECMC Lifeline Foundation is committing \$10,000 to support nurses wishing to receive certification in their area of specialty. The pilot program opened August 1, 2012. It is estimated that about 400 ECMC Nurses are eligible for the certification exam reimbursement program.

Scholarship Program Chair Michael Straeck of the ECMC Lifeline Foundation Board of Directors stated, “The Foundation’s goal is to help bridge the gap in funding for the betterment of the staff, the hospital and its patients. A better qualified staff translates to better care for patients.”

The first recipient of the program is Lynn Kordasiewicz, RN, of the Skin and Wound Care Unit. Lynn completed the requirements and received her certification as an Adult Nurse Practitioner (ANP). To qualify, the nurse must be employed at ECMC for a minimum of one year, be in good standing, be seeking certification relevant to their position at the hospital, and provide proof that they passed the certification test. Through the reimbursement program it is hoped that the number of credentialed personnel will increase substantially over the next year.

Senior Vice President of Nursing Karen Ziemianski, MS, RN, adds, “Nursing Certification is a mark of excellence. It recognizes knowledge and ability beyond the scope of licensure and is a commitment to lifelong learning.”

ECMC Transplant Recipients compete in Transplant Games

Three ECMC transplant recipients—Barbara Breckenridge, Christopher Toulmin and Jacquolyn Skinner—traveled to Grand Michigan, July 28-31, to participate in the Transplant Games of America. The Transplant Games are held every two years at different locations. The purpose of the games is to promote organ donation, and show how it saves, changes, and enhances lives. The Transplant Games also honors those individuals who have given the gift of life and donor families. There were over one thousand athletes in attendance from across the USA. All types of transplant recipients are eligible to participate in the games which consist of track and field, swimming, cycling, basketball, volleyball, bowling, table tennis and more.

ECMC represented at International AIDS Conference

The International AIDS Conference held in Washington, DC, on July 19, 2012, took place for the first time on American soil since 1990. The Erie County Medical Center was represented with an abstract by Springfest 2011 Distinguished Nurse Honorees Lori Anthony, RN, and Mary Goodspeed, RN. Only 31% of the 11,715 abstracts submitted from around the world were chosen for inclusion by the International AIDS Society.

The abstract written by Anthony and Goodspeed details ECMC’s efforts to adopt and prepare the region to enact the 2010 legislation in New York State requiring expanded access to HIV testing in health settings and improved care for persons diagnosed with HIV.

Due to increased testing within ECMC and throughout the region, 84 newly diagnosed people entered HIV care with ECMC Immunodeficiency Services in 2011.

“We make every effort to get people into their medical appointment within a few days of their diagnosis,” said Anthony about efforts to link people to HIV care. “It is very difficult for people to accept this diagnosis. We impress to our patients a sense of control that they now have over their lives and their healthcare. Although it may have been emotionally easier for them not to know about their HIV status, now they are in control and they can make choices to live a healthier life.”

To assist the rest of the region in preparing for the new guidelines, over 2,500 clinicians were trained in HIV testing and appropriate follow up for those diagnosed with HIV.

“The most common concern is what to do when someone tests positive, who should tell them and how to do so,” Goodspeed said of her experience training clinicians. “There is reluctance because providers are not familiar with HIV/AIDS and feel they might not be able to answer questions their patients might ask about testing and treatment. By offering a referral line and assistance, most providers are reassured and more willing to provide testing.”

“With an increase in patients comes the responsibility to provide HIV medical care, primary care, and support services such as social work/case management, mental health counseling, medication adherence and HIV education,” said Ellen O’Brien, Program Manager of Immunodeficiency Services. “It takes very special people to do this work and we have them here!”

5th Annual Summer Youth Program

The ECMC Summer Youth Program is a four week comprehensive self-development program for area high school students. The program offered 80 interns, during July and August 2012, 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. Summer Youth Interns were required to work two six-hour days per week for a total of 12 hours a week. This included hospital-based career exploration programs in heart health education and accident prevention, as well as a CPR certification course. The program began with orientation and culminated with an awards program.

This summer, participating high schools included: Bishop Timon-St. Jude , Buffalo Academy for Visual & Performing Arts, Canisius, Cardinal O’Hara, City Honors, Clarence, East, Frederick Law Olmsted, Frontier, Health Sciences Charter, Hutchinson Central Technical, Iroquois, Kenmore West, Lancaster Central, Leonardo Da Vinci, Maryvale, McKinley, Mount Saint Mary’s, Nardin, Nichols, Orchard Park, Royalton-Hartland, St. Francis, St. Joseph’s, St. Mary’s, Sweet Home, Tapestry Charter, Tonawanda, Williamsville East, Williamsville North, and Williamsville South.

Farmers’ Market at Grider Opened for Season

The ECMC Farmers’ Market opened for its third season on Friday, May 25th, 2012. The *Farmers’ Market at Grider* has become an attraction for residents, giving the Delavan-Grider neighborhood improved access to locally grown fresh produce, while promoting healthy eating and lifestyles. Opening day activities consisted of prayer led by local ministers from community churches; lunch at the market; *Plant Day* which allows customers the opportunity to plant and take home a free ‘garden in a bucket’ and get gardening tips from the Community Action Organization (CAO); local farmers selling their vegetables, plants and flowers; and homemade breads and baked goods.

ECMC Lifeline Foundation Springfest Gala 2012

A new level of excellence in entertainment and fundraising was achieved in May by the ECMC Lifeline Foundation at Springfest Gala 2012, held May 13th at the Buffalo Niagara Convention Center.

ECMC CEO Jody Lomeo saluted the evening's honorees. **Rita Rivers, RN, CNOR, and Dr. Philip Stegemann were each honored with a Distinguished Service Award.** The honorees have dedicated their lives to demonstrating *the difference between healthcare and true care* to ECMC patients and family members.

Springfest Gala, presented by AT&T, raised over half a million dollars to support the life-saving medical mission of ECMC; the largest single Lifeline fundraiser to date. Our heartfelt gratitude goes out to all our sponsors who partnered with ECMC Lifeline Foundation to create an evening that won't soon be forgotten!

Professional Nurses Association of WNY Outstanding Staff Nurse 2012 Winner Julie Reinhardt

Julie Reinhardt, RN, provides and demonstrates exceptional nursing care on a daily basis at ECMC. Julie utilizes the Transforming Care at the Bedside (TCAB) model to ensure her patient care delivery not only meets but exceeds acceptable standards. The TCAB model offered through AF4Q (Aligning Forces for Quality) and the RWJF (Robert Wood Johnson Foundation) has been the model of care for the front-line nurses since 2009 for Julie on both a medical step-down unit and currently on a trauma stepdown unit. The TCAB engages leaders at all levels of the organization in quality and safety, nurse retention, and the patient/family experience.

Julie was the project lead for "Anywhere RN." Julie realized that there must be an easier way to obtain medications. With research, she identified a computer based system, "Anywhere RN." She worked with Pharmacy, nursing staff, and Administration to trial-purchase and rollout this program to the entire hospital. This is saving nursing time and patients can receive all of their medications in a more efficient manner.

Julie spearheaded other important projects including those concerning infection control, elimination of pressure ulcers and medication reports. Her desire to provide the patients their medication in a timely, efficient process has assisted all nurses in the hospital in meeting that goal.

Julie maintains Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS) certification. She has recently taken the Medical Surgical Certification Course.

Julie has exceptional standards, and cares deeply for her patients and their families. She is the first to help a patient who is having a clinical issue. She comforts distraught patient families that are having a difficult time in dealing with their loved ones.

Julie is a preceptor (teacher) and guides and mentors new staff members to standards, policies and procedures. Julie reviews policies so that front-line staff that are operationalizing the policies have a voice on how care should be delivered. Julie also takes a critical look when there are educational gaps. She assisted in literature development, raising patient satisfaction and implementing a comfort cart. Julie sits on an interdisciplinary pharmacy review team. She provides that critical component of knowledge and practice so that the voice of the front-line staff is heard. She presents in a calm, engaging manner, and has assisted all as technology and care come together.

Julie is a caring and supportive nurse to all of her colleagues. She assists in a recognition board on her unit; when patients and families give compliments, they are displayed. Julie realized the importance of health and wellness for nursing. Julie worked with Human Resources and Administration to start Zumba (a dancercise class) for nursing staff on all shifts. Julie organized the team on the 7th Floor, Zone 2 to complete the Corporate Challenge. A number of staff members attended and had a wonderful time completing the walk/run. This year she has challenged other nursing units to take part and become involved, thus increasing retention and wellness for the nursing staff. Julie worked with staff in a multidisciplinary approach to have the assignment sheet electronically displayed with each nurse's picture so that the interdisciplinary team (MDs, Therapists, etc.) and also the patients and families can see which registered nurses have their patients.

Julie sets an excellent example for her peers with: her work ethic; consistent enthusiasm for facilitating and participating in a team effort to improve the process and enjoyment of work; commitment to high standards of patient care; compassion toward patients, their families; and camaraderie with her co-workers.

Julie is well-deserving to be chosen by the Professional Nurses Association of WNY as this year's *Outstanding Staff Nurse*.

ECMC Nurse of Distinction Nominee Dawn Keleher Walters

Dawn Keleher Walters, MS, RN, Vice President of Nursing and Rehabilitation Services, ECMC Corporation; Clinical Adjunct Faculty Member, SUNY at Buffalo School of Nursing, began her nursing career in 1985 in the Trauma Rehabilitation Unit at ECMC, first as a nursing assistant and later as a Registered Nurse. This laid the foundation for many of her professional achievements and her lifelong commitment to patient-centered care and those patients in need of rehabilitative services. Dawn's core value that patients and their families' needs must be the main focus of health care providers fuels her dedication to impact health care in innumerable ways. These range from direct mentoring of staff to constructing new systems for optimal patient outcomes and streamlined care delivery.

As a nurse, Dawn had a unique vantage point as she fulfilled various positions that instilled in her a team approach. From first-hand experience, she understood and valued the contribution each direct care employee brought to enhancing a patient's hospitalization experience. She recognizes the unique understanding of why things work or do not work. This varied clinical practice allowed her to gain insight in workflow redesign which was critical to her Nursing Informatics role. She was instrumental in the development and implementation of ECMC's computerized medical record, the first to "go live" in a hospital system in the WNY region. Her intricate knowledge of clinical informatics has allowed ECMC to push through innovations from scanning medications into the medical record to providing concurrent quality improvement metrics that can be readily used to promote evidence-based practices. In the past year, the success and promise of ECMC and Kaleida Health's newly merged *Regional Center of Excellence for Transplantation and Kidney Care* can be attributed in part to her leadership and attention to detail in facility planning and care delivery redesign.

As adjunct faculty to the SUNY at Buffalo School of Nursing, Dawn has lectured on rehabilitative nursing principles and clinical informatics. She was instrumental in developing two of the area's first Dedicated Education Units (DEUs) which have enhanced student clinical practicum experience. In addition, Dawn has assisted ECMC internally with the spread of "Transforming Care at The Bedside" or TCAB, a national program of the Robert Wood Johnson Foundation and the IHI that engages leaders at all levels of the organization in quality and safety, nurse retention, and the patient/family experience.

Dawn Walters has had both a direct and indirect impact on the quality of nursing care through her evidence-based practice and clinical system redesign as well as her active involvement with the community and numerous professional organizations. Her nomination for this award signifies the high professional regard of her colleagues. Dawn's dedication to her profession, collegiality and commitment to patient-centered care will forever brandish her as an *ECMC Nurse of Distinction*.

Kathi Mitri recognized with Pastoral Care Award

On May 3rd, 2012, **Kathi Mitri**, Coordinator of Volunteer Training and Development, ECMC, attended the Network of Religious Communities Appreciation Dinner at the Hearthstone Manor where she was recognized with a *Religious Community Service Award* for Pastoral Care at ECMC. Kathi has worked at ECMC since 2000. She earned her Nursing degree in 2004, and became Volunteer Coordinator in 2005. She currently assists the Pastoral Care Department as part of her duties. Kathi attends Creekside Assembly of God Church in Amherst and has been a member there since 1977. She is active in women's ministries and sings with the worship team. She is also a member of the Erie County Victim Impact Panel and speaks out against drunk driving.

ECMC Presents *Rising Leaders' Healthcare Day*

On April 25th, 2012, ECMC hosted a "Rising Leaders' Healthcare Day" for adults. The day consisted of tours of the new In-Patient Dialysis Center, and the Regional Center of Excellence for Transplantation and Kidney Care. Participants learned from ECMC clinical specialists Lisa Keenan, PhD, Licensed Health Psychologist, Rehabilitation Medicine; Stacey Lenhard, PT, Lead Physical Therapist, Rehabilitation Medicine; and Brian Murray, MD, Chief Medical Officer. After tours and presentations at ECMC, participants continued on their quest for information departing for Urban Family Medicine and Jericho Road Family Practice. Rita Hubbard-Robinson, JD, Community Health Education and Outreach Director, ECMC, coordinated this event.

Unyts and ECMC celebrate "Donate Life Month"

The Regional Center of Excellence for Transplantation & Kidney Care at ECMC is a state-of-the-art facility dedicated to complete patient care. Unyts is WNY's only organ, eye, tissue and community blood center. Together, Unyts and ECMC geared up to celebrate April as "Donate Life Month." During a news conference on Monday, March 26, speakers who addressed the audience to bring greater attention to the importance of organ donation included: Jody Lomeo, CEO, ECMC Corp.; Mark Simon, President and CEO, Unyts; Chris Jacobs, Erie County Clerk; Dr. Gale Burstein, Erie County Health Commissioner; and others encouraged Western New Yorkers to sign the National Donor Registry.

MWBE holds 1st Annual Women in Business event

On Friday, March 30th, 2012, the Minority- and Women-Owned Business Enterprises (MWBE) Compliance Office hosted their 1st Annual "Women in Business Celebration" in honor of National Women's History Month. Minority and Women Business Owners were invited on campus for a "networking" breakfast to meet with representatives from ECMC's Purchasing, Finance, Administration departments and the MWBE Compliance Office, to discuss business opportunities with ECMC. Among the presenters were Purchasing Supervisor Mike Roberts and consultant Karen Maricle. Comptroller John Eichner further explained and reinforced the process. Other administrators involved included MWBE Compliance Coordinator Janique Curry and Associate Hospital Administrator Donna Brown.

Approximately 40 guests participated in this hugely successful event. As of 2011, it is estimated that there are over 8.1 million women-owned businesses in the United States, generating nearly \$1.3 trillion in revenues and employing nearly 7.7 million people according to American Express Open Report 2011.

Janique Curry, doing her part to “Touch the World”

Janique Curry, Compliance Coordinator at ECMC, received an award from the New York State Association of Black and Puerto Rican Legislators, Inc., for her work in community service after being nominated by Assemblywoman Crystal D. Peoples-Stokes. Janique is also being recognized by the Unlimited Possibilities Overcoming Poverty Ministry, Inc. On March 30, 2012, she was honored at a dinner along with 49 other women making a difference in the community. This dinner helped support young women in high school who plan to go to college or trade school this upcoming September.

Cynthia Hakeem recognized by Human Resource Association

Cynthia Hakeem, a Benefits Analyst in ECMC’s Human Resources Department, has been recognized by the Buffalo Niagara Human Resource Association (BNHRA) as “one of the best” in the human resource profession and has been nominated for HR Professional of the Year. Cindy is featured on BNHRA’s website and was invited to the awards gala “An Evening with the Stars” on March 22.

ECMC receives Grant from Christopher Reeve Foundation

ECMC Therapists Michael Koch, Occupational Therapist and Kelly Parkhill, Certified Therapeutic Recreation Specialist received notification of an \$8,400 grant awarded by the Christopher Reeve Foundation for ECMC to purchase integrated computer hardware and software for use by patients with paralysis.

Buffalo Certificate of Achievement in Health Care to Rita Hubbard-Robinson

On February 22nd, 2012, Buffalo Mayor Byron W. Brown held a special celebration in honor of Black History Month which specifically focused on recognizing ten African American women who have contributed to the City of Buffalo. “From the American revolution to the present, African American women have played a myriad of roles in the making of our nation, and our community,” said Mayor Brown. “It is vital that women be recognized for the important part they have played throughout history. The community leaders honored...continually strive to make Buffalo a better place, and are deserving of this acknowledgement.” **Rita Hubbard-Robinson, JD**, (then) Director of Community Health Education and Outreach at Erie County Medical Center was awarded a Certificate of Achievement in Health Care by Mayor Brown who described her as being the “hardest working woman in health care.” The theme of this year’s celebration was in keeping with the National Association for the study of African American Life and History for 2012, “Black Women in American Culture and History.”

Moving Beyond Health Disparity and Achieving Health Equity

The New York State Department of Health convened an African American Health Disparities Symposium entitled “Moving Beyond Health Disparity and Achieving Health Equity: From Strategy To Action” on February 9, at the Graduate Center, The City University of New York. **Rita Hubbard-Robinson, JD**, (then) Director of Community Health Education and Outreach at ECMC Corporation made a well received presentation on programs and services designed to improve health equity offered at Erie County Medical Center. The event convened more than 200 individuals and organizations within and beyond the public health sector to foster statewide dialogue and planning on health equity. The symposium was designed to support the goals of the U.S. Department of Health and Human Services Action Plan to Reduce Racial and Ethnic Health Disparities and the National Stakeholder Strategy for Achieving Health Equity launched in April 2011.

Nancy Becht provides health services in the Philippines

Nancy Becht, CRNA, has been a nurse anesthetist at ECMC since 1994. In late January, Nancy joined the Diocese of Joliet Peace and Social Justice Ministry on a two week mission to provide surgical services to the poorest of the poor on the island of Samar in the Philippines. This is the Diocese of Joliet’s 5th annual mission in Eastern Samar.

Besides performing 118 surgeries, the team’s internists and pediatricians saw 1,745 patients, performed medical consults and gave out over 2,000 prescriptions. The group also consisted of a construction team which built two homes for the needy in the area.

The group performed GYN (gynecology), ENT (otolaryngology) and general surgeries. Anesthesia was provided in a very different setting and with different, sometimes primitive equipment from what is utilized here in the US.

The whole town comes together to help with the mission, as this is the only time the hospital is able to perform these kinds of surgeries. Local volunteers serve as hospital transporters and translators. Most of the hospital’s nursing staff during these two weeks consisted of volunteer nurses and nursing students.

“I have heard from many volunteer anesthesia providers that the overseas work may be difficult, but you get back so much goodwill and satisfaction in return. I now understand what they mean and I would love to be able to be part of this team in the future,” stated Nancy Becht.

ECMC Corp. Board elects new officers

During a January 2012 board meeting, the Erie County Medical Center (ECMC) Corporation Board of Directors selected as Chair **Kevin M. Hogan, Esq.** As a seven year member, he has served on the ECMC Corp. Board of Directors since 2004. During this time, he served as Vice Chair of the Audit, Finance, and Ethics Committees.

Other Board of Directors Officers elected include: Vice Chair (and Immediate Past Chair) Sharon L. Hanson, Director of Government Relations, Time Warner Cable; Vice Chair Richard F. Brox, R.L.A., Landscape Architect; Vice Chair Michael A. Seaman, Director of Treasury and Collections, City of Buffalo; Treasurer Kevin Cichocki D.C., CEO, Palladian Health; and Secretary Bishop Michael A. Badger, Bethesda World Harvest International Church.

Kevin M. Hogan, Esq., is a partner at Phillips Lytle LLP located in Buffalo. Mr. Hogan served in a variety of leadership positions in Buffalo and Erie County. A former Trial Department Administrator and current Environment Practice Team Leader, he concentrates his practice in the areas of environmental law, intellectual property and litigation. An effective and efficient legal advisor, he counsels clients on environmental compliance at both the state and federal levels, with respect to investigations and enforcement proceedings by state and federal agencies, and on environmental issues arising in corporate and commercial transactions. Mr. Hogan is an experienced litigator with a track record of successfully resolving disputes, and he defends clients in environmental cost recovery claims, toxic exposure lawsuits, and engineering and professional malpractice claims. He also represents clients in disputes involving patents, licenses, trademarks and other intellectual property. Mr. Hogan is a skilled negotiator who also serves as a court-designated mediator in the Western District of New York.

Kevin Hogan has been listed in The Best Lawyers in America. He was selected for the Upstate New York Super Lawyers list (2007-2011). He was also named a Top 50 Lawyer (2010).

Hogan is a graduate of Vermont Law School, J.D., and was summa cum laude (1991). He also holds a B.S. in Mechanical and Metallurgical Engineering from the University of Connecticut (1983).

Hogan is a member of various professional associations that include the: American Bar Association, Litigation, Natural Resources, and Energy & Environmental Law Sections; New York State Bar Association, Environmental Law Section; Bar Association of Erie County Environmental Law Committee, Federal Practice and Procedure Committee; Defense Research Institute; Western New York Trial Lawyers Association; and International Association of Defense Counsel.

Kevin Hogan is involved with a number of organizations in the community. He is a member of the: Buffalo Tennis and Squash Club, and serves on the Club's Board of Governors (2008-2011); Delaware Soccer Club as a travel coach (2007-2011); Buffalo Squash Racquets Association as a high school coach (2008-2010), and the Pundit Club.

ECMC Wins Bronze and Merit Awards

ECMC received four awards during the 2012 Healthcare Advertising Awards. Started almost 30 years ago, this awards program is seen as the oldest, largest and most widely respected healthcare advertising awards competition currently in operation. With over 4,000 entries, a national panel of judges granted awards to those entries that exemplified exceptional quality, creativity and message effectiveness.

ECMC received Bronze Awards for "Dr. Lindfield & Nadine: 60 (second) TV Spot" as well as "That's what true care means to me," a print advertisement series. ECMC also received Merit Awards for its TV spot series, "That's what true care means to me," as well as "This is ECMC Expansion Video." The Martin Group is ECMC's advertising agency of record.

Dr. Izzo recognized for Excellence in Clinical Hypertension

Joseph L. Izzo Jr., MD, Professor of (Internal) Medicine, Pharmacology and Toxicology, Chief of Clinical Pharmacology at the School of Medicine and Biomedical Sciences, State University of New York at Buffalo (1988); and Chief of (Internal) Medicine at ECMC (2004-present), has a record of consistent service to the medical profession and the hypertension community. He has been both a member and Chair of the Professional Education Committee, and a member of the Executive, Long-range Planning, Scientific Program, and Finance committees of the Council on High Blood Pressure Research of the American Heart Association. He was a member of the Coordinating Committee of the National High Blood Pressure Education Program of the National Heart, Lung, Blood Institute (NHLBI) from 1996 to 2008, where he contributed to Joint National Committee (JNC) VI, authored the 2000 Clinical Advisory Statement on systolic hypertension, and served as co-author and Executive Committee member for JNC VII. He is a founding member of the American Society of Hypertension and has been highly active in Society affairs, including serving as Director, Treasurer, Inaugural Physician-Leader of the Community Outreach Program, chair of the Finance Committee, and member of the Executive, Long-range Planning, Finance, and Continuing Education committees. Recently, he worked with the New York State Department of Health to create its 2011 guideline for the care of hypertension in diverse populations and its 2012 guideline for blood pressure care in childbearing women. Other voluntary positions have included appointment to the Cardio-renal Drug Expert Advisory Panel for the Food and Drug Administration and the U.S. Pharmacopeia, ad hoc study sections and intramural review panels for the National Institutes of Health, grant review panels for the American Heart Association, and board member of the Research for Health in Erie County Foundation. Dr. Izzo has been on the Editorial Board for 10 different journals, including the Journal of the American Society of Hypertension and the Journal of Clinical Hypertension. He has reviewed manuscripts for over 30 journals and remains a member of several other national and international medical societies. In his University and hospital administrative capacity, Dr. Izzo was Vice Chair for Research of the Department of Medicine from 1999-2006 and has served on dozens of other institutional committees. He remains an actively practicing physician, with clinical commitments as teaching attending in General Medicine and consultant in hypertension and related diseases. He has been recognized for these roles by Best Doctors in America, Who's Who in Science and Who's Who. Dr. Izzo has made broad academic contributions as well. His research and scientific publications include over 225 scientific articles, monographs, and book chapters and he has been the senior editor for all four editions of the American Heart Association's Hypertension Primer. His teaching efforts have spanned many different levels, including lay audiences, other health professionals, students, residents, fellows, and practicing physicians. Dr. Izzo graduated from Princeton University (1968) in biochemistry and received his M.D. from the Johns Hopkins University (1972). He completed an internal medicine internship and residency at Barnes Hospital-Washington University in St. Louis, Missouri; became a Staff Associate in the Experimental Therapeutics section of the Hypertension-Endocrine Branch of the National Heart, Lung, and Blood Institute in Bethesda, Maryland (1975-1979). With Board certification in Internal Medicine (1977) he became Assistant Professor of Medicine, University of Rochester, NY, where he was a Sinsheimer Scholar and Director of the Hypertension Service. He was Board certified as a Nephrologist (1981) and promoted to Associate Professor. Dr. Izzo accepted the position of Chairman of the Department of Medicine, Millard Fillmore Healthcare System. He has been recognized by his peers by being elected to Fellow status by the American College of Physicians, the American Heart Association, and the American Society of Hypertension.

I-2.) Receipts and Disbursements -or- Revenues and Expenses during such Fiscal Year in accordance with the categories or classifications established by the Corporation for its own operating and capital outlay purposes

ERIE COUNTY MEDICAL CENTER CORPORATION
(A COMPONENT UNIT OF THE COUNTY OF ERIE)

STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITIONS
For the Years Ended December 31,
(000's omitted)

	<u>2012</u>	<u>2011</u>
Operating revenues:		
Net patient service revenue (net of provision for bad debts of \$23,143 in 2012 and \$22,213 in 2011)	\$ 370,791	\$ 342,283
Disproportionate share revenue	57,572	60,572
Other operating revenue	29,162	28,625
Total operating revenues	<u>457,525</u>	<u>431,480</u>
Operating expenses:		
Payroll, employee benefits and contract labor	257,603	251,603
Professional fees	49,263	44,609
Purchased services	33,952	32,010
Supplies	64,803	58,871
Other operating expenses	26,942	22,321
Depreciation and amortization	18,462	15,486
Total operating expenses	<u>451,025</u>	<u>424,900</u>
Operating income	<u>6,500</u>	<u>6,580</u>
Non-operating revenues (expenses):		
Investment income	10,851	1,764
Interest expense	(5,265)	(5,335)
Settlements with Erie County, net	-	(4,682)
Grant revenue and other	1,162	1
Total net non-operating revenue (expense)	<u>6,748</u>	<u>(8,252)</u>
Excess (deficiency) of revenues over expenses	13,248	(1,672)
Contributions and transfers from (to) related parties, net	<u>(1,309)</u>	<u>155</u>
Total change in net positions	11,939	(1,517)
Net positions – beginning of year	<u>98,098</u>	<u>99,615</u>
Net positions – end of year	<u>\$ 110,037</u>	<u>\$ 98,098</u>

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

I-3.) Assets and Liabilities for Fiscal Year End including the Status of Reserve, Depreciation, Special or Other Funds and including the Receipts and Payments of these Funds

ERIE COUNTY MEDICAL CENTER CORPORATION
(A COMPONENT UNIT OF THE COUNTY OF ERIE)

STATEMENTS OF NET POSITIONS

December 31,
(000's omitted)

ASSETS	2012	2011
Current assets:		
Cash and cash equivalents	\$ 20,811	\$ 38,854
Investments	3,112	46,306
Assets whose use is limited	48,903	107,429
Patient accounts receivable, net	42,548	39,217
Other receivables	42,272	51,681
Supplies, prepaids and other	7,298	5,820
Total current assets	<u>164,944</u>	<u>289,307</u>
Assets whose use is limited	127,162	113,762
Capital assets, net (depreciable)	152,720	94,702
Capital assets (non-depreciable)	94,393	68,313
Other assets, net	<u>7,402</u>	<u>4,474</u>
Total assets	<u>\$ 546,621</u>	<u>\$ 570,558</u>
LIABILITIES AND NET POSITIONS		
Current liabilities:		
Current portion of long-term debt	\$ 6,936	\$ 4,249
Accounts payable	29,369	39,139
Accrued salaries, wages and employee benefits	18,662	17,908
Accrued other liabilities	17,384	26,783
Unearned revenue	-	32,613
Estimated third-party payor settlements	<u>27,651</u>	<u>28,211</u>
Total current liabilities	<u>100,002</u>	<u>148,903</u>
Long-term debt, net	180,355	187,290
Self-insured obligations	<u>156,227</u>	<u>136,267</u>
Total liabilities	<u>436,584</u>	<u>472,460</u>
Net positions:		
Net investment in capital assets	90,782	67,836
Restricted:		
For debt service	11,069	10,850
Unrestricted	<u>8,186</u>	<u>19,412</u>
Total net positions	<u>110,037</u>	<u>98,098</u>
Total liabilities and net positions	<u>\$ 546,621</u>	<u>\$ 570,558</u>

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

I-4.) Schedule of Bonds and Notes Outstanding at Fiscal Year End, together with Statement of the Amounts Redeemed and Incurred during such Fiscal Year as part of a Schedule of Debt Issuance including Date of Issuance, Term, Amount, Interest Rate, Means of Repayment, Refinancings, Calls, Refundings, Defeasements and Interest Rate Exchange or Other such agreements, and for any debt issued during the reporting year, a Detailed List of Costs for any Debt Issued for such debt

Erie County Guaranteed Senior Revenue Bonds, Series 2004

No bonds were issued, called, or re-financed during 2012.

\$2,350,000 of bonds matured or were redeemed in 2012.

\$92,550,000 of 2004 bonds remain outstanding at December 31, 2012

Erie County Senior Revenue Bonds, Series 2011

No bonds were issued, called, or re-financed during 2012.

\$1,899,000 of bonds were redeemed in 2012.

\$94,641,000 of 2011 bonds remain outstanding at December 31, 2012.

I-5.) Compensation Schedule including, by position, title and name of persons holding such position or title, 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 exceeds \$100,000

COMPENSATION SCHEDULE				
<u>Last Name</u>	<u>First Name</u>	<u>MI</u>	<u>Position</u>	<u>Compensation</u>
Ahlheim	Rhonda	A	Unit Manager, Ambulatory Care	101,180.10
Amsterdam	Daniel		Director, Laboratory	164,489.72
Backer	Edward	N	EP Lab Svcs. Coord., Electrophysiology Lab	117,402.81
Ball	Therese	M	Nurse Case Manager	141,694.53
Barone	Kathleen	M.	Nurse Practitioner, Transplant	125,579.47
Becht	Nancy	A	Anesthetist, Anesthesiology	208,457.68
Beckman	Karen	M	Clinical Nurse Specialist, Emergency Svcs.	100,978.58
Bell	Shentelle	D	General Duty Nurse, Emergency Room	100,598.73
Bialy	Michele	L.	Anesthetist, Anesthesiology	179,699.15
Bliss	Mary	A	General Duty Nurse, ALCO Unit	122,881.84
Blizniak	Nancy	H.	Transplant Coordinator	126,218.78
Brock	Carole	D	Anesthetist, Anesthesiology	190,833.72
Brown	Dana	A	Anesthetist, Anesthesiology	220,596.45
Brown	Donna	M	Associate Hospital Administrator	105,015.49
Brown	Aungela	L	Charge Nurse	100,730.02
Buczowski	Blair	A	General Duty Nurse, CCU Progr. Unit	121,014.69
Burke	Mark	S	Attending Physician	419,548.53
Burridge	Suzanne	L	Pharmacist, ECMC	101,325.62
Cassetta	David	C	Charge Nurse, Drug Detox Unit	121,870.12
Cleland	Richard		Chief Operating Officer, ECMC	276,851.65
Cole	Patricia	A	Unit Manager, Medical/Surgical	102,091.49
Colucci	Anthony	J	General Counsel RPT	262,777.19
Covert	Daniel	T	Senior Hospital Public Safety Officer	102,901.31
Cramer	Peggy	M	VP, Trauma Emergency Services	165,770.59
Cudzilo	Deborah	L	VP, Revenue Cycle	138,289.80
Cumbo	John	N	Director of Technical Services	131,039.90
Darling-Krajcer	Mollyann		General Duty Nurse	150,984.05
Dashkoff	Neil		Medical Specialist	208,825.60
Daurelio	Deborah	A	Nursing Care Coordinator	113,415.69
Davis	Howard	I	Anesthesiologist, Phys. Anest.	130,023.40
DeAntonis	Vincent	J	Director, Managed Care	101,531.18
Dicarlo	Angelo	J	Senior Biomedical Technician	103,462.44
Dobson	Judy	L	Nurse Practitioner, Cardiovascular Lab	119,049.04

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

Dolansky	Evan	P	Pharmacist, ECMC	102,267.47
Dove	Theresa	M	Charge Nurse, Clinic Empath	103,813.07
Downey	Patrick		Director, Patient Financial Services	100,977.59
Eichner	John	P.	Controller	154,855.39
Ejimađu	Fidelia	C	Charge Nurse SNF - Unit V ECHI	130,494.50
Ervolina	Daryl	M	Pharmacist, ECMC	109,342.12
Evans	Christina	H.	General Duty Nurse	100,268.45
Everett	Charles	W	Anesthesiologist, Phys. Anest.	130,023.40
Fagan	Lisa	M.	Transplant Coordinator	115,019.86
Farrell	Kristin	R	Charge Nurse, Psych Unit	102,624.76
Feidt	Leslie	A.	Chief Information Officer, ECMC	172,477.41
Ferguson	Richard	E.	Clinical Director RPT	264,427.46
Flowers	Susan	P	Clinical Perfusionist PD OR	118,154.02
Flynn	Douglas	G	AVP Fac. Construction & Maintenance	138,894.00
Flynn	William	J.	Clinical Director	131,612.80
Galbo	Sharon	M	General Duty Nurse, Operating Room	100,573.68
Gazda	Catherine	A.	Director Care Management	103,015.09
Gerard	David	G	Senior Pharmacist, ECMC	133,900.18
Gerwitz	Randy	A	Director, Pharmacy	150,161.09
Gorczyński II	Thomas	S.	PACS Administrator	102,251.43
Gray	Vanessa		Nurse Clinician Renal	153,467.43
Grzebinski	Jane	F	Pharmacist, ECMC	112,468.86
Hall	Sarah	A	Pharmacist, ECMC	101,804.46
Hartman	Sandra	A	Nursing Care Coordinator	112,962.85
Hearon	David	H	Charge Nurse, Psych.	115,266.22
Henry	John	B	VP Transplantation & Renal Services	136,819.87
Hepburn	Jeremy		Charge Nurse, ICU T Progr. Unit	101,979.04
Hill	Tara	J	Charge Nurse, Drug Detox Unit	139,775.60
Hissin	Paul	J	Asst. Dir. Clin. Biochem., Biochem Lab	100,331.27
Hoerner	Audrey	A	Nurse Practitioner, Burn Treatment	108,900.80
Honkomp	Cheryl	L	General Duty Nurse, Operating Room	101,776.63
Huefner	Paul	H	Director Finance, ECMC	122,536.08
Hunter	Dorothy	M	Charge Nurse, ALCO Unit	132,309.29
Jensen	Erik	J	Anesthesiologist, Phys. Anest.	130,023.40
Kabacinski	Joseph	T	Assist. Director Administration, Laboratory	100,686.22
Kajtoch	Susan	F	Nursing Team Leader, LTC Lighthouse Unit	104,122.34
Kalita	Michael		Pharmacist, ECMC PT	102,253.63
Kawa	William	B	Senior Pharmacist, ECMC	126,092.11
Kiblin	Patricia	A	Unit Manager, Medical/Surgical	100,117.69
Klenk	Scott	D	Anesthetist, Anesthesiology	208,098.57
Konikoff	Karen	S	General Duty Nurse, Operating Room	108,708.36
Kordasiewicz	Lynn	M	Nurse Practitioner, Wound Care	101,627.59
Kortman	Amy	J	Anesthetist, Anesthesiology	158,873.87
Kos	Maryann		Assistant Head Nurse, Operating Room	109,526.12
Krawiec	Ronald	J	Senior VP of Operations, ECMC	262,737.79
Ksiazek	Susan		Dir. of Med. Staff Quality & Education	145,016.06
Lauer	Sandra	L	Clinical Patient Advocate, Risk Mgmt.	100,269.48
Laurich	Theresa	D	Charge Nurse SNF, LTC Lighthouse Unit	122,625.47
Lehman	Leorosa	O	Assist. Director, Clinical Lab Pathology	117,626.60
Lomeo	Jody	L	Chief Executive Officer, ECMCC	688,141.80
Loree	Thom	R	Clinical Director	607,398.48
Ludlow	Charlene	J	Patient Safety Officer	117,212.75
Mailloux	Justine	A	General Duty Nurse, Recovery Room	111,429.41
Marshall	Margaret	S	General Duty Nurse PT	100,797.07
Mazur	Christopher		Pharmacist, ECMC	101,965.06
Mentecky	Donna	M	Pharmacist, ECMC	116,028.06
Mitchell	Shawn	D	General Duty Nurse RPT, ER CPEP	108,572.63
Moessinger	Lawrence	V	Director, Inf. Syst. Dev., Hosp. Info. Syst.	111,818.87

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Montesano	Susan		Nurse Case Manager	109,358.62
Moran	Shelly	A	Transplant Coordinator	124,206.14
Muenzner	Paul	H.	Director of Physician Contracting	132,628.74
Murray	Brian	M	Medical Director, ECMC	464,171.53
Myers	David	P	Anesthesiologist, Phys. Anest.	129,902.60
Nediceyuva	Loretta		General Duty Nurse, IV Therapy	115,066.77
Neff	Melissa	A	Unit Manager, Cardiac Cath. Lab	128,307.01
Norsen	Gary	E	Associate Administrator, ECH	131,074.81
Oddo	Donna	M	Unit Manager Emergency	111,115.44
O'Gorman	Natalie		Clinical Pharmacy Specialist	109,794.81
O'Hara	Kathleen	E	VP, Human Resources, ECMCC	193,621.90
Osmola	Joann	C	Senior Hematology Tech.	106,739.10
Ott	Michael	C	Clinical Coord., Pharmacy Service	119,331.88
Pangallo	Christiane	G	Charge Nurse	105,085.73
Paolini	Karen	L.	Transplant Coordinator	134,514.41
Pilat	Cynthia	J	Charge Nurse, LTC Lighthouse Unit	105,708.06
Plotkin	Scott	N	Anesthesiologist, Phys. Anest.	126,882.60
Pone	Entela	P	Medical Director rheumatology	173,824.00
Popat	Saurin	R	Attending Physician Con. PT	157,462.40
Przespolewski	Eugene	R.	Pharmacist, ECMC	101,518.40
Quatroche Jr.	Thomas		Senior VP of Planning, Mktg. & Bus. Dev.	204,661.56
Ramaccia	Michael		Network Manager	105,665.44
Reed	Kristine	A	Nurse Clinician, Renal	139,890.62
Reed	Liane	M	Pharmacist, ECMC	101,428.14
Rice	Charles	E	Nursing Facility Administrator	100,786.90
Robinson	Dennis	M	General Duty Nurse RPT, Cardiac Cath Lab	100,941.15
Rojek	Janet	M	Pharmacist, ECMC	107,020.09
Roland	Lynnette	M	Nursing Team Leader, LTC, M.L.K. Park Unit	102,797.55
Rubacher	Patricia	A	Nursing Supervisor, LTC	103,569.97
Sacks	Andrew	J	Anesthesiologist, Phys. Anest.	130,023.40
Saladyga	Jacquelynn	M.	Transplant Coordinator	124,087.08
Sammarco	Michael	J	Chief Financial Officer, ECMC	382,096.88
Sands	Robert	P	Anesthesiologist, Phys. Anest.	126,882.60
Schmidt	Cameron	L	Clinical Teacher, Nursing In-service	106,650.68
Schunke	Katrina	M	Pharmacist, ECMC	108,525.83
Schwanekamp	Karen	A	Anesthetist, Anesthesiology	209,630.65
Shea	Mary Molly	E	Unit Manager Medical/Surgical	105,325.55
Sheppard	Judith	E	Minimum Data Set Director	101,091.69
Shisler	Tomi	E.	Nurse Practitioner, Transplant	135,827.62
Siskin	Stewart	B	Pharmacist, ECMC	100,548.68
Skomra	Richard	L	Chief Anesthetist	243,592.19
Sperry	Howard	E	Clinical Director, Medicine	251,239.61
Stegemann	Philip	M	Chief of Orthopedic Surgery	117,493.92
Stercula	Edna	M.	Anesthetist, Anesthesiology	163,170.78
Stolarski	Shirley	C	Senior Pharmacist, ECMC	119,441.64
Syed	Masroor	A	Anesthesiologist - Phys. Anest.	130,023.40
Tarbell	Ross	J	Senior Pharmacist ECMC	125,379.18
Thomas	Katheleen		Transplant Coordinator	123,421.71
Thompson	Denise	B.	ADON, Behavioral Health	118,244.76
Thornton	J D		Charge Nurse, Psych. Adoles.	101,963.67
Tornambe	Lynne	L	Pharmacist ECMC	105,262.70
Tucker	Nancy	A	Assist. VP, Compensation & Benefits	122,037.02
Turner	James	T	VP Surgical Services	165,194.16
Turner	Charlaine	J	General Duty Nurse, Operating Room	107,789.51
Victor-Lazarus	Ann	E	VP Patient Advocacy	122,813.88
Walters	Dawn	K	VP Nursing & Rehabilitation Service	155,612.57
Walters	Kimberly	J.	General Duty Nurse, Imaging Svcs	100,890.77
Weber	Barbara	A	Nursing Team Leader, Radiology	147,077.94

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Weibel	Paula	K	Pharmacist, ECMC	100,860.50
Weidrich	Marcelina		Charge Nurse	140,112.17
Weiss	Katherine	A	Pharmacist, ECMC	120,977.93
Whitehead	Lynn	M	Clinical Teacher, Nursing In-service	111,112.17
Winkler	David	J.	Director, Plant Operations	109,338.64
Yanulevich	Joseph	P.	Anesthetist - Anesthesiology	170,761.51
Yohn	Linda	S.	Director of Nursing Services, ECH	101,892.08
Zakrzewski	Thomas	J	Nursing Supervisor, LTC	104,585.51
Ziemianski	Karen	A	Senior VP of Nursing	169,017.91
Zimpfer	Anne	M	Charge Nurse, Recovery Room	143,656.75
Zivis	Elizabeth	T	Privacy Officer	103,363.31

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

<u>Project</u>	<u>Amount</u>
Long Term Care facility & parking ramp (begun in 2011)	103,000,000
Grider St campus roadways & parking lot redevelopment	5,400,000
Behavior Health Center-of-Excellence facility begun	2,500,000
Transitional Care Unit & Hospital 6th Floor renovations	1,300,000
Parking Access & Revenue Control system project	1,075,000

I-7.) (i) All Corporation Real Property with Fair Market Value greater than \$15,000 that ECMC Corporation intends to dispose of:

The Corporation holds no real property that it intends to dispose of which has a fair market value greater than \$15,000.

(ii) All Real Property held by ECMC Corporation at the end of the period covered by the report:

The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.

(iii) All Real Property disposed of during the past year, including sale prices and names of purchasers:

No real property was disposed of in 2012.

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 that they considered to be material weaknesses.

The independent audit also did not identify any significant deficiencies for 2012. Additionally, there were no significant deficiencies reported in 2011 that required management attention during 2012.

I-10.) ECMC Corporation Internet Web Site: www.ecmc.edu

II. REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

Public Authorities Law §3642(2); Contract Procurement Guidelines, Article X; and the Sale, Purchase and Operation Agreement, §6.9

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

PRIMARY CORPORATION: Public Benefit Corporation

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

The Erie County Medical Center (ECMC) Corporation includes an advanced academic medical center (ECMC) with 550 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 the regional center for trauma, burn care, transplantation and rehabilitation and is 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.

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™



Mission Vision **ECMC**
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™



II. REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

Public Authorities Law §3642(2); Contract Procurement Guidelines, Article X; and the Sale, Purchase and Operation Agreement, §6.9

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

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. The accounts of PPC Strategic Services LLC are fully consolidated into the accounts of the Corporation as of and for the years ending December 31, 2012 and 2011, respectively.

The assets of PPC Strategic Services LLC consist substantially of cash of approximately \$195,000 and \$612,000, respectively, at December 31, 2012 and 2011. Net assets of this entity were approximately \$640,000 and \$621,000, respectively, at December 31, 2012 and 2011.

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 by PPC Strategic Services LLC utilizing the equity method of accounting.

Grider Community Gardens, LLC

This entity is wholly owned and controlled by the Corporation. The Corporation's net investment as of December 31, 2012 and 2011 is approximately \$287,000 and \$312,000, respectively, and is reflected in other non-current assets of the Corporation's financial statements.

Grider Support Services, LLC.

This entity is a management services organization that provides administrative services to the ECMC hospital oncology services department. 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 and Board Members of these entities are unchanged.

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

1-a.) ECMC Corporation Board of Directors

OFFICERS

Kevin M. Hogan, Esq.
Chair

Richard F. Brox, R.L.A.
Vice-chair

Sharon L. Hanson
Vice-chair

Michael A. Seaman
Vice-chair

Kevin E. Cichocki, D.C.
Treasurer

Bishop Michael A. Badger
Secretary

BOARD MEMBERS

Douglas H. Baker

Ronald A. Chapin

K. Kent Chevli, M.D.

Michael H. Hoffert

Anthony M. Iacono

Dietrich Jehle, M.D.

Thomas P. Malecki, C.P.A.

Frank B. Mesiah

Joseph A. Zizzi, Sr., M.D.

NON-VOTING BOARD MEMBERS

Ronald P. Bennett, Esq.

Kevin Pranikoff, M.D.

1-b.) ECMC Corporation Executive Administration

Jody L. Lomeo
Chief Executive Officer

Richard C. Cleland, M.P.A., N.H.A.
Chief Operating Officer

Michael J. Sammarco
Chief Financial Officer

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

Donna M. Brown
Associate Hospital Administrator

Ronald Krawiec
Senior Vice President of Operations

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

Leslie Feidt
Chief Information Officer

Kathleen E. O'Hara
Vice President of Human Resources

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

Thomas J. Quatroche Jr., Ph.D.
Senior Vice President of Marketing, Planning and Business Development

1-c.) ECMC Corporation Medical-Dental Staff Officers

Richard Hall, M.D.
President

Samuel Cloud, D.O.
President-elect

Joseph Kowalski, M.D.
Immediate Past President

Timothy DeZastro, M.D.
Treasurer

Khalid Malik, M.D.
Secretary

Michael Chopko, M.D.
Representative-At-Large

Ravi Desai, M.D.
Representative-At-Large

Mandip Panesar, M.D.
Representative-At-Large

Nancy Ebling, D.O.
Representative-At-Large

Andrew Stansberry, P.A.
Allied Health Representative

2.) PPC Strategic Services LLC

OFFICERS

Jody L. Lomeo

Michael J. Sammarco

3.) Grider Community Gardens, LLC

OFFICERS

Jody L. Lomeo

Michael J. Sammarco

II-3.) Number of Employees of Each Subsidiary

1.) ECMC Corporation:	2,934
2.) PPC Strategic Services, LLC:	None
3.) Grider Community Gardens, LLC:	None
4.) Grider Support Services, LLC:	8

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II-4.) List of All Contracts in excess of \$100,000 entered into by the Corporation and its subsidiaries, including the amount, purpose and duration of each such contract

ENTITY NAME	CITY, STATE	DATE	DOLLAR	PURPOSE
Airgas - East	Burr Ridge, Illinois	1/1/2012	\$136,888.00	Equipment & Supplies
Allegiance Health Care	Deerfield, Illinois	1/1/2012	\$165,629.00	Equipment & Supplies
Cardinal Health	Syracuse, New York	4/1/2012	\$12,505,062.00	Equipment & Supplies
Edward Life Science	Irvine, California	7/8/2012	\$125,080.00	Equipment & Supplies
Johnson & Johnson Medical	Irvine, California	1/1/2012	\$185,132.00	Equipment & Supplies
Kronos	Chelmsford, Massachusetts	2/9/2012	\$318,864.00	Equipment & Supplies
Medtronics Neurologic	Portsmouth, New Hampshire	3/15/2012	\$211,973.00	Equipment & Supplies
Medtronics Sales	Amherst, New York	3/15/2012	\$2,033,011.00	Equipment & Supplies
Merge	Hartland, Wisconsin	1/1/2012	\$763,340.00	Equipment & Supplies
St. Jude Medical	St. Paul, Minnesota	4/1/2012	\$1,156,425.00	Equipment & Supplies
Stericycle	Roslyn Heights, New York	3/1/2012	\$416,080.00	Maintenance
Steris	Mentor, Ohio	3/1/2012	\$667,752.00	Equipment & Supplies
Suicide Prevention	Buffalo, New York	2/1/2012	\$398,055.00	Professional Service
Swisslog Technologies	Denver, Colorado	2/14/2012	\$138,124.00	Equipment & Supplies
Synthes	Paoli, Pennsylvania	3/1/2012	\$576,112.00	Equipment & Supplies
Synthes Maxillofacial	Paoli, Pennsylvania	3/1/2012	\$216,056.00	Equipment & Supplies
Sysmex	Mundelein, Illinois	3/23/2012	\$212,706.00	Equipment & Supplies
System Management Pharmacy	Rochester, New York	2/1/2012	\$494,805.00	Equipment & Supplies
United Network for Organ Sharing	Buffalo, New York	2/1/2012	\$118,625.00	Equipment & Supplies
Volcano	Rancho Cordova, California	3/11/2012	\$141,065.00	Technology
WCW	Manchester, Vermont	9/1/2012	\$312,639.00	Equipment & Supplies
William Prentice Inc.	Buffalo, New York	8/1/2012	\$2,398,409.00	Equipment & Supplies
Workflow One	Williamsville, New York	2/1/2012	\$271,810.00	Equipment & Supplies

II-5.) Financial Statement

See I-2 and I-3 above

II-6.) Income Statement

See I-2 above

II-7.) Balance Sheet

See I-3 above

III. BOND SALE REPORT:

Public Authorities Law §3633(4)(f), (g) and (h)

See I-4 above

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