

ECMC CORPORATION
2015 ANNUAL REPORT AS REQUIRED BY
NEW YORK PUBLIC AUTHORITIES LAW SECTIONS 2800 AND 3642

ANNUAL REPORT:

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

REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

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

BOND SALE REPORT:

New York State Comptroller Thomas P. DiNapoli
Senate Finance Committee Chairman Catharine Young
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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- 2.) Financial reports, including (i) audited financials in accordance with all applicable regulations and following generally accepted accounting principles as defined in subdivision ten of section two of the state finance law, (ii) grant and subsidy programs, (iii) operating and financial risks, (iv) current ratings, if any, of its bonds issued by recognized municipal bond rating agencies and notice of changes in such ratings, and (v) long-term liabilities, including leases and employee benefit plans
- 3.) Mission statement and measurements including its most recent measurement report
- 4.) Schedule of bonds and notes outstanding at the end of its fiscal year, together with a statement of the amounts redeemed and incurred during such fiscal year as part of a schedule of debt issuance that includes the date of issuance, term, amount, interest rate and means of repayment. Additionally, the debt schedule shall also include all refinancings, calls, refundings, defeasements and interest rate exchange or other such agreements, and for any debt issued during the reporting year, the schedule shall also include a detailed list of costs of issuance for such debt
- 5.) A compensation schedule, in addition to the report described in section twenty-eight hundred six of this title, that shall include, by position, title and name of the person holding such position or title, the salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary is in excess of one hundred thousand dollars; (5-a) biographical information, not including confidential personal information, for all directors and officers and employees for whom salary reporting is required under subparagraph five of this paragraph
- 6.) Projects undertaken by such authority during the past year
- 7.) A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of ⁴ all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority ⁵ acquires or disposes of during such period. The report shall contain ⁶ the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period
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- 11.) A description of the authority and its board structure, including (i) names of committees and committee members, (ii) lists of board meetings and attendance, (iii) descriptions of major authority units, subsidiaries, and (iv) number of employees
- 12.) Its charter, if any, and by-laws;
- 13.) A listing of material changes in operations and programs during the reporting year
- 14.) At a minimum a four-year financial plan, including (i) a current and projected capital budget, and (ii) an operating budget report, including an actual versus estimated budget, with an analysis and measurement of financial and operating performance

II. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:
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- 1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation
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- 5.) A financial statement, income statement, and balance sheet prepared by an independent certified public accountant, all in accordance with generally accepted accounting principles applicable to the corporation and each of its subsidiaries

Message from the Leadership of ECMC Corporation

The year 2015 has been the busiest year in our history. Five years ago, the ECMCC leadership team (comprised of board members, physicians and administrators) laid out a strategic plan to grow and expand the Corporation's services. Since then, every ECMC medical specialty, particularly Orthopaedics, Transplantation, and Behavioral Health, has grown significantly. In addition, ECMCC has added new services such as Oncology, Head and Neck Surgery, Bariatrics, and Dental Oncology. ECMC expanded surgical capacity by adding four new operating rooms (for a total of 16), expanding our Emergency Department, renovating patient floors (Transplantation and Orthopaedics), and expanding outpatient dialysis and medical office space.

The volume numbers tell part of the story. Over the past five years, growth in the following key areas has been impressive: Inpatient Discharges increased by 22 percent; Surgeries increased by 20 percent; Emergency Room Visits increased by 16 percent; and Outpatient Visits recorded a 20 percent increase. Along with expanded clinical capabilities and an increase in services performed, ECMC has maintained a passionate commitment to the mission of high quality patient care and satisfaction.

ECMCC's commitment to high quality care was recognized in 2015 by several distinguished state and national medical organizations, including:

- Level 1 Trauma Verification from the American College of Surgeons with no deficiencies and Level 1 Trauma Designation from the New York State Department of Health.
- Recognition from the New York Department of Health in 2015 for reducing Central Line-Associated Bloodstream Infections going to zero in the Medical ICU.
- The second-best score in the region from the federal Centers for Medicare & Medicaid Services for preventing hospital-acquired conditions.
- The Gold Plus award from the American Heart Association for the diagnosis and treatment of heart failure patients.
- Recognition with one of six National Nursing Excellence Awards.

Regarding patient experience and patient satisfaction, ECMCC's survey scores improved in every area in 2015. Much of this success was inspired by the strategic plan decision to raise awareness of the importance of the patient experience to match the importance of clinical excellence.

While clinical quality and safety are always of the highest importance, another important part of the ECMCC experience includes the "hotel" aspects of patient care – the cleanliness, food, customer service, response time – all these services are as important to patients as the clinical care they receive.

ECMCC works to improve patient satisfaction through the patient advocate program at the hospital. The patient advocates talk to patients, allowing clinicians to focus on clinical care. Advocates address any patient concerns, comments or needs that the patients may have about their rooms, care, food, the accessibility of doctors and nurses, or any other subject that may arise in the course of a visit.

The success in implementing the existing strategic plan has sent ECMCC back to planning for the future, to continue growing, continue improving what we do, and to prepare for the inevitable changes on the healthcare horizon.

More immediately, ECMCC will continue working with our partners at Millennium Collaborative Care to improve care and save costs through the Delivery System Reform Incentive Payment (DSRIP) program. We also will continue to link emergency room patients to primary care providers (PCP) or specialists and recruit physicians in Psychiatry, Primary Care, Orthopaedics, Bariatrics, Plastics, Internal Medicine, and Hospitalists. ECMCC recruitment extends throughout the entire Corporation and at over 3,000 members of the ECMC family, we are one of the region's largest employers.

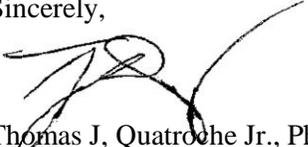
**ECMC Corporation Annual Report as required by New York Public
Authorities Law – Sections 2800 and 3642**

In 2016, ECMCC will continue to improve and renovate patient areas and improve the ability for referring physicians and rural hospitals to send their patients to ECMC. To strengthen our connection to the community, we are looking to invest in businesses and create partnerships such as our Care Network with MASH Urgent Care. We also will continue to pursue physician led collaborations between ECMC, Kaleida Health, and the University at Buffalo to improve quality of care, teaching, research, and to drive down costs and create efficiencies.

We are pleased to serve the community with an outstanding staff that provides exceptional, compassionate care every day, one patient at a time.

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

Sincerely,


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


Sharon L. Hanson
Chair, Board of Directors

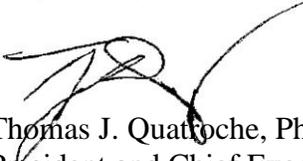

Samuel Cloud, DO
President, Medical Executive Committee

CERTIFICATION

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

Specifically, the undersigned certify, based on our knowledge and information provided to us that the financial reports and the information provided therein (1) are accurate, correct and do not contain any untrue statement of material fact; (2) do not omit any material fact which, if omitted, would cause the financial statements to be misleading in light of the circumstances under which such statements are made; and (3) fairly present, in all material respects, the financial condition and results of operations of the Erie County Medical Center Corporation as of, and for, the year ended December 31, 2015.

Respectfully submitted,



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



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

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

ECMC Nationally Verified by American College of Surgeons conferring elite status on medical center

On June 12th, ECMC announced the national Committee on Trauma of the American College of Surgeons (ACS) named Erie County Medical Center a Level I Trauma Center, only the fifth in New York. The ACS Committee on Trauma – from which two designees visited ECMC March 10-11 for an on-site review – provides confirmation that a trauma center has demonstrated its commitment to providing the highest-quality trauma care for all injured patients. The ACS notification specifically indicated that absolutely no deficiencies were found in the review and evaluation process. Achieving verification means that the hospital voluntarily met criteria that improve the standard of care as outlined by the American College of Surgeons' Committee on Trauma's current Resources for Optimal Care of the Injured Patient manual.

Established by the American College of Surgeons in 1987, the designation program promotes development of trauma centers in which participants provide not only the hospital resources necessary for trauma care, but also the entire spectrum of care to address the needs of all injured patients from the pre-hospital phase through the rehabilitation process.

There are five separate categories of verification in the program. Each category has specific criteria that must be met by a facility seeking that level of verification. Each hospital has an on-site review by a team of experienced site reviewers, who use the current Resources for the Optimal Care of the Injured Patient manual as a guideline in conducting the survey.

“From the trauma center’s first days, ECMC continues to stand on the shoulders of great clinicians and community emergency personnel who have worked together to insist on excellence,” said William J. Flynn, M.D., F.A.C.S., chief of surgery, ECMC; and associate professor/chief, Division of Trauma/Critical Care, Department of Surgery, S.U.N.Y. at Buffalo. “The thousands of patient trauma survival stories are our most gratifying, living proof of success.”

“Recognition by such an esteemed organization as the American College of Surgeons is a great honor for ECMC. They should be very proud of this accomplishment and the expertise of their entire trauma team in their ability to save many lives in Western New York,” stated Steven D. Schwaitzberg, M.D., professor and chairman, Department of Surgery, School of Medicine and Biomedical Sciences, S.U.N.Y. at Buffalo.

The American College of Surgeons is a scientific and educational association founded in 1913 to raise the standards of surgical education and practice and to improve the care of the surgical patient. The College has more than 72,000 members and it is the largest association of surgeons in the world. Longstanding achievements have placed the ACS in the forefront of American surgery and have made it an important advocate for all surgical patients. The ACS list of currently verified trauma centers is accessible at: <http://www.facs.org/trauma/verified.html>

NYS Health Commissioner designates ECMC Level 1 Adult Trauma Center

At the end of July, ECMCC CEO received a letter from New York Commissioner of Health Howard A. Zucker, M.D., J.D., congratulating ECMC on its successful verification as a Level 1 trauma center by the American College of Surgeons' Committee on Trauma.

The letter from the Commissioner reads, in part: “This is a significant achievement, not only for your institution and for the New York Trauma System as a whole, but for the community you serve. This achievement indicates that your institution meets nationally recognized standards in providing care to the most critically injured patients and, equally important, that you monitor the care you provide and have a continuous process in place for improving that care. Your facility’s successful ACS-COT verification exceeds New York State’s current requirements for trauma center designation. As a result, and in accordance with Public Health Law Section 3066, **I am pleased to designate Erie County Medical Center as a Level 1 Adult Trauma Center.** Congratulations on this impressive achievement.”

ECMC Trauma Team Honored at Ralph Wilson Stadium

The Trauma Team at ECMC was among those honored December 27th at Ralph Wilson Stadium when the Buffalo Bills paid tribute to WNY 1st Responders. Dr. Michael Manka; Linda Schwab, RN; Jim Sheehan, RN; and Hospital Police Bryan Mayer and Brian Nigro were on the field for the pre-game presentation. ECMC trauma patient Corey Armbruster presented the game ball and was able to meet first responders who saved him after a fall down a ravine in Eden. Corey suffered a traumatic brain injury in the accident and spent nearly a month recovering at ECMC. He was able to walk on the field to attend his first ever Buffalo Bills game. Pre-game, 1st responders from around the region “passed the boot” in Ralph Wilson Stadium lots, raising thousands of dollars to support ECMC’s Level 1 Adult Trauma Program and the Regional Pediatric Trauma Program at Women & Children’s Hospital of Buffalo. Donors were given special Buffalo Bills first aid kits as a token of our appreciation. The Buffalo Bills also took time out to thank the trauma teams for their dedication and commitment. EJ Manuel visited the ED, Trauma ICU and Burn Unit at ECMC while Sammy Watkins visited Women and Children’s Hospital of Buffalo. Manuel signed autographs, posed for pictures and thanked all he met while encouraging everyone to support WNY’s Trauma Team by texting TRAUMA.

ECMC Opens the Russell J. Salvatore Orthopaedic Unit

On March 12, Erie County Medical Center cut the ribbon on a \$12.5 million expansion in the main hospital building to provide 22 state-of-the-art, in-patient, private rooms for orthopedic patient recovery.

The new rooms, approved by the state Health Department, support two continuing trends at the Grider Street health campus: Dramatic growth in orthopedic surgeries – elective and especially joint replacement – and an ongoing revamping of the hospital’s physical plant to better meet patient expectations, comfort and care.

The rooms, in two units, represent a re-distribution not affecting ECMC’s total bed count. They are dedicated to Buffalo restaurateur, philanthropist and former patient Russell J. Salvatore, who contributed \$500,000 to the project. It is called the Russell J. Salvatore Orthopaedic Unit. The contribution, to the ECMC Foundation, is the single largest gift it ever received.

This renovation was on ECMC's sixth floor, which previously housed skilled nursing patients who moved to the new Terrace View Long-Term Care Facility on ECMC's campus. In addition to the 22 private patient rooms, the floor will include a physical therapy rehabilitation area, space for patient pre-surgery orthopedic educational classes, additional rooms for resident interaction and teaching and other ancillary space.

“ECMC is already an amazing hospital with the best possible care and I’m just pleased to be able to support future orthopedic patients as I was supported when I was here,” Salvatore said.

Demand for elective orthopedic surgical services has grown substantially, especially among patients who need total joint replacement. During the three-year period 2011 to 2013, ECMC's total inpatient surgical volume consisted of 12,840 cases marked by substantial growth each year; i.e., a 7.5% increase from

2011 to 2013. Also for the three-year period, ECMC had 5,768 orthopedic cases (13.4% increase from 2011 to 2013) and 1,936 total joint procedures marked by a 60.4% increase from 2011 to 2013.

“ECMC is a special place, with dedicated caregivers, physicians, and now we have a beautiful environment conducive to healing for our patients,” said Dr. Phil Stegemann, clinical director of ECMC Orthopaedics, “The patient has always been at the center of the care we deliver, and this new floor takes this level of commitment to the patient to a whole other level.”

ECMC sought state approval for the new space to meet the growing patient demand and provide a better experience for the patient. In addition, as patient satisfaction improves, this will be a factor in retaining and recruiting new orthopedic physicians. It opened officially on March 18.

ECMC’s Bariatric Practice Earns National Accreditation *‘Comprehensive Center’ designation is highest-quality level for a hospital*

A national accreditation and quality improvement program of the American College of Surgeons recently provided Erie County Medical Center’s bariatric surgery program with its highest endorsement.

The ECMC program is the largest bariatric program in the area, with more than 500 surgeries in 2014. The Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP) in partnership with the American Society for Metabolic and Bariatric Surgery, issued the three-year “Comprehensive Center,” designation after a series of extensive evaluations.

The accreditation to ECMC “formally acknowledges your commitment to providing and supporting quality improvement and patient safety efforts for metabolic and bariatric surgery patients. As an accredited program, you have demonstrated that your center meets the needs of your patients by providing multidisciplinary, high-quality, patient-centered care,” according to a letter from the program to ECMC’s Bariatrics Director, Joseph A. Caruana, MD. “Your program is part of an elite group of MBSAQIP-accredited centers,” the letter concluded.

“The team at ECMC worked extremely hard for this accreditation and we are pleased that the hospital received the designation,” Dr. Caruana said. “As the MBSAQIP directors indicated, this means ECMC’s bariatric practice is of the highest quality and properly centered on the patient.”

The evaluation process included completion of an extensive application; graded acceptance of that application; certification of ECMC’s Beth Ann Gray, RN, as a data collector for the program’s registry; a one-day site visit by MBSAQIP’s Dr. Ann Rogers; and then site visit information was returned to the MBSAQIP and compiled to make the final decision. To maintain the designation year-to-year, the institution submits a comprehensive report on the practice for each year. The site visit itself involved an extensive review of the hospital led by Dr. Joseph Caruana; Dr. Mark Cavaretta; Nicole Rossney, MS, PA-C, physician assistant and Bariatric Program Manager; and Gray.

Bariatric surgery is an operation on the stomach and/or intestines that helps patients with extreme obesity lose weight, according to the National Institute of Digestive and Kidney Diseases (NIDDK). This surgery is an option for people who cannot lose weight by other means or who suffer from serious health problems related to obesity, the agency said on its web site. The surgery promotes weight loss through various mechanisms and reduces the risk of Type 2 diabetes, high blood pressure, sleep apnea, and other obesity related diseases. Some surgeries also interrupt how food is digested, preventing some calories and nutrients, such as vitamins, from being absorbed. Recent studies suggest that bariatric surgery may even lower death rates for patients with severe obesity. The best results occur when patients follow surgery with healthy eating patterns and regular exercise, according to the NIDDK. The ECMC program is one of 48 accredited in New York hospitals.

ECMC recognized by NYS Dept. of Health for Zero Infections

The New York State Department of Health (DOH) recognized and featured ECMC in the State “Hospital-Acquired Infections” report published pertaining to the year 2013, for the ECMC Medical Intensive Care Unit (MICU) success in reducing Central Line-Associated Bloodstream Infections (CLABSIs) to zero.

A central line (CL) is a tube that is placed into a large vein, usually in the neck, chest, arm or groin, that is used to give fluids and medications, withdraw blood, and monitor the patient’s condition. A CL is different than a standard, peripheral intravenous line because it goes farther into the body, terminating near the heart, and because it may be used for weeks or even months. A bloodstream infection can occur when microorganisms (e.g., bacteria, fungi) travel around or through the tube, attach and multiply on the tubing or in fluid administered through the tubing, and then enter the blood. NYS hospitals are required to track CLABSIs in intensive care units (ICUs).

As published in a feature article in the report by the NYSDOH, “Erie County Medical Center (ECMC) in Buffalo, NY has been successful in CLABSI reduction in their 12-bed medical intensive care unit (MICU).” “...The ECMC MICU reported zero CLABSIs for 2013, and continues to be CLABSI-free for the first half of 2014...” ECMC’s MICU posted zero central line infections for the remainder of 2014, and continues to do so to date.

As explained by Charlene Ludlow, MHA, RN, CIC, Chief Safety Officer, ECMC Corp., in the published NYSDOH report, “The continuity of (ECMC) providers has resulted in a team dynamic which facilitates communication and prioritizes prevention of infections.” Ludlow stated, “This accomplishment is verification of ECMC’s intent and ongoing efforts to establish, assess and improve procedures to enhance safety protocols.”

In response to the positive results, Karen Ziemianski, MS, RN, Senior Vice President of Nursing, ECMC Corp., stated, “Our nursing staff is committed to following proven safety guidelines. The data in this report confirm this commitment and we are pleased about our success in this regard for ECMC, but more importantly, for our patients.”

As outlined in the NYSDOH feature article about ECMC, some of the reasons for this success include: The ECMC Patient Safety Department’s five certified Infection Preventionists (IPs) report directly to the Chief Safety Officer, who has infection prevention background and is certified in infection control (CIC); the MICU staff is comprised of a dedicated group of intensivists and hospitalists; multidisciplinary rounds are conducted daily and are comprised of the medical attending physician, intensivist, nurse practitioner/physician assistant, nursing unit manager, charge nurse, clinical pharmacist, and nutritionist; line necessity is reviewed daily; the IPs provide CLABSI data to the critical care units for immediate case review; and results are discussed with the staff by the nurse managers and presented monthly by the IPs to the Critical Care Quality Improvement Committee.

To view the full NYSDOH report, log-on to:

https://www.health.ny.gov/statistics/facilities/hospital/hospital_acquired_infections

Hospital-Acquired Infections - New York State 2013 at:

https://www.health.ny.gov/statistics/facilities/hospital/hospital_acquired_infections/2013/docs/hospital_acquired_infection.pdf

ECMC recognized with Quality Achievement Award & Honor Roll

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

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

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

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

Survey data confirms ECMC's Patient Satisfaction keeps going up

HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) is a standardized survey which is meant to measure patients’ perspectives on hospital care. The survey gains insight on the patient experience in the following areas: communication with nurses, responsiveness of hospital staff, communication with doctors, the hospital environment, pain management, communication about medicines, discharge information, and care transitions. It is comprised of 32 questions and is administered to a random sample of discharged patients. The standardization of survey questions and administration methodology allows for comparison between hospitals and across the nation.

One use of the HCAHPS survey results is for CMS Value Based Purchasing purposes. Hospitals are compared to the national 50th (Threshold) and 90th (Benchmark) percentiles of data collected two years prior to the reporting period. The data collected during the 2015 calendar year determined 25% of the Value Based Purchasing payment amount for the hospital. The data below shows ECMC’s consistent improvement across all measures from 2012 through 3rd quarter 2015.

Over the last several years, ECMC has refocused its commitment to the patient experience journey. Many patient centered initiatives have been put in place to lay the foundation for growth, sustainability and accountability in this area. Our Nursing Department and Executive Leaders have dedicated time to patient and teammate “rounding” (visits). This gives the nursing team dedicated time to focus on the unit and address any patient opportunities. The executive leadership is also out on units and rounding within various departments to talk with patients, families and teammates. In addition to the Nursing and Executive Leadership teams, ECMC has several Patient Advocates who work on the units and in the Emergency Department to further re-enforce the team work and support the needs of the patients in whatever way possible.

Additionally, the Housekeeping Department has several initiatives that they are implementing. They have recently developed a patient experience committee which meets once a month and they have followed the lead of the nursing department with a monthly book club. The Housekeeping supervisors are reading “‘Service Fanatics,’ How to build superior patient experience the Cleveland Clinic Way,” which was authored by Dr. James Merlino, formerly of the Cleveland Clinic, and currently with Press Ganey, the leading organization in patient experience.

As ECMC continues to deliver extraordinary healthcare, we must make sure that our focus is aligned around our patients. After all, wouldn't we want that for our families and ourselves?

Reference: <http://www.hcahpsonline.org> Centers for Medicare & Medicaid Services, Baltimore, MD. January, 8, 2016.

Grand Opening of new “Center for Occupational & Environmental Medicine at ECMC” to serve WNY workers

On June 5th, Erie County Medical Center (ECMC) Corporation officially opened the all-new Center for Occupational & Environmental Medicine at ECMC. The Center for Occupational & Environmental Medicine (COEM) at ECMC is a regional health facility for Western New York work force members who have work-related health needs. The Center is a state-funded service supported by \$3 million over five years and one of several other centers within the New York State Occupational Health Network Program. The COEM at ECMC aims to prevent work-related illnesses and injuries through increased awareness and health education, early diagnosis and treatment. The COEM at ECMC is guided and supported by a broad-based advisory board, led by union leadership and representation from the entire Western New York community.

Erie County Medical Center was selected as the venue to deliver these services through highly qualified and trained staff with state-of-the-art equipment housed in a modern facility, and supported by the hospital-wide range of ancillary services and resources.

Local labor leaders, who played a major role in creating the new Center, emphasize that the facility came about by and for all working people.

“This Center would not have happened without the involvement of Labor,” explained Richard Lipsitz, President, Western New York AFL-CIO Area Labor Federation (WNYALF). “This (Center) establishes us at the center of progressive medicine. There’s nothing like this in Western New York and it was a collaborative effort,” said Lipsitz. “We have a great partner with ECMC at what can only be described as a Union hospital. This is yet another example of the good that’s going on here in Western New York. Workers need to take advantage of what this center offers.”

The program director, Dr. Wajdy L. Hailoo, is one of the well-known expert physicians specializing in occupational and environmental medicine with extensive experience in managing such programs. Dr. Hailoo is board certified in occupational/environmental medicine and is an officer of the New York Occupational and Environmental Medical Association. Dr. Hailoo agreed to return to Buffalo to head the COEM at ECMC after leading a university program for many years and serving as the medical director for the federal program that treats 9/11 World Trade Center first responders and volunteers in New York City (Queens).

“With all the major industry that operated in the area, WNY has one of the highest rates of occupational disease and injuries and is in most need for such professional medical services,” said Dr. Hailoo.

During the mid-to-late 1980s, Dr. Hailoo directed a similar program in Buffalo to help workers exposed to occupational and environmental conditions in the workplace.

“Our focus is on the health of workers who suffer because of the environment they work in,” explained Hailoo. “We’ll be able to build an informational database on the community and its workplaces—from Tonawanda Coke to Love Canal— and the diseases that come from working and living here. We need to take the appropriate precautions and develop treatment strategies.”

Operated by a caring and highly trained staff, the COEM is an easily accessible, spacious, modern facility located on the ECMC Health Campus on the ground floor of the medical center. It includes state-of-the-art diagnostic and testing equipment for breathing, hearing, vision, and the cardiovascular system. The

COEM at ECMC provides: screening examinations; employment and annual exams; certification for required exams such as DOT abatement work, use of personal protective equipment, and respirator use; workers compensation and disability management; expert opinion assessment; and many other OSHA-DOH- and EPA-required exams. Education, industrial hygiene and social work services are also available.

Additionally, the COEM at ECMC offers processing and support for worker compensation claims, focused training and education programs, industrial hygiene support for exposure assessment, social and mental health counseling and intervention, and multiple language capabilities through multinational interpreters. ECMC also offers a wide range of ancillary and support services including a referral network of specialists.

Submissions for care through this service are submitted to Workers Comp, employer health funds and insurance. Priority and extra care is provided to address needs of the medically underserved and those who are medically challenged. Funds are also available to pay for workers who lack any source of health coverage.

The Center's Advisory Board Members include: Western New York AFL-CIO Area Labor Federation (WNYALF) President Richard Lipsitz; Buffalo AFL-CIO Labor Council President John Mudie; Communications Workers of America (CWA) Region One Director Deb Hayes; and 1199 Service Employees International Union (SEIU) Vice President Todd Hobler. ECMC's employees are represented by the American Federation of State, County & Municipal Employees (AFSCME)/CSEA and the New York State Nurses Association (NYSNA). Information is available at: www.COEMWNY.com. Those workers needing to schedule appointments or requiring additional information about this service can contact the Center for Occupational & Environmental Medicine at ECMC by calling 716-898-5858.

ECMC / UBMD Top Docs named for 2015

David Holmes, MD is a healthcare provider at the ECMC Family Health Center. He was named to the Top Docs list in 2013 and New York State Family Physician in 2007. Dr. Holmes is a clinical associate professor of Family Medicine and director of Global Health Education in UB's Department of Family Medicine, School of Medicine and Biomedical Sciences.

Brian Murray, MD is a nephrologist in the Division of Nephrology, and Chief Medical Officer for ECMC Corp. Dr. Murray is also an associate professor, S.U.N.Y. at Buffalo.

Paresh Dandona, MD, PhD is an endocrinologist, chief of the Division of Endocrinology, Diabetes and Metabolism and a UB Distinguished Professor. He treats patients at the Amherst office, in Williamsville, and at the Erie County Medical Center (ECMC).

Rocco Venuto, MD is a nephrologist in the Division of Nephrology and treats patients at ECMC. Dr. Venuto is a UB professor and well known for his research on the physiology of pregnancy and the mechanisms for controlling blood pressure and renal function during pregnancy.

Dr. LiVecchi receives Friendship Foundation Award

Mark A. LiVecchi, DMD, MD, MBA, Clinical Chief of Rehabilitation Medicine at ECMC, was among those honored with the Courage to Comeback Award during ceremonies on November 13. The award was presented to five accomplished individuals by the Friendship Foundation, a charitable organization that assists patients with psychiatric conditions and arranges for their rehabilitation.

ECMC Wins One of Six National Nursing Excellence Awards - Team cited for process improvement in nursing system to better patient care

Zynx Health, part of the Hearst Health Network, named Erie County Medical Center the winner of one of six inaugural national awards of excellence for nurses who advance care through clinical decision support tools. Zynx recognized Erie County Medical Center for process improvement.

Specifically, the first Clinical Improvement Through Evidence Award [CITE] honored Bill Arnold, R.N., Lynn Whitehead, R.N., and Nicole Knox, R.N. This nursing team created a replicable and sustainable process to consistently improve and update its evidence-based plans of care.

The plans of care are closely monitored to meet the highest standards and outcomes are reported monthly for process improvement. More than 97 percent of the plans of care were initiated and updated to reflect changes in patient condition. Appropriate outcomes were identified and prioritized based on assessment data approximately 97 percent of the time.

Zynx Health is the market leader in providing evidence and experience-based clinical improvement and mobile-care coordination solutions.

The annual CITE award, given for the first time in 2015, recognizes nurses for excellence in the use of clinical decision support solutions to drive improvements in patient care.

ECMC Family Health Center earns NCQA "Patient-Centered Medical Home™ Recognition"

Erie County Medical Center (ECMC) Corporation announced that the National Committee for Quality Assurance (NCQA) informed ECMC that its Family Health Center has achieved recognition status for “Patient-Centered Medical Home™ (PCMH™), Recognized – Level 3.”* The effective dates of this Recognition begin December 23, 2013 and expire December 23, 2016.

“The NCQA Patient-Centered Medical Home is a model of 21st century primary care that combines access, teamwork and technology to deliver quality care and improve health,” said NCQA President Margaret E. O’Kane. “NCQA’s PCMH 2011 Recognition shows that the ECMC Family Health Center has tools, systems and resources to provide patients with the right care at the right time.”

The Patient-Centered Medical Home program reflects the input of the American College of Physicians (ACP), American Academy of Family Physicians (AAFP), American Academy of Pediatrics (AAP) and American Osteopathic Association (AOA) and others in extension of the Physician Practice Connections Program. It was developed to assess whether physician practices are functioning as medical homes and recognize them for these efforts. The Patient-Centered Medical Home standards emphasize the use of systematic, patient-centered, coordinated care that supports access, communication and patient involvement.

**Patient-Centered Medical Home™ (PCMH™) is a trademark of the National Committee for Quality Assurance.*

ECMC participating in AstraZeneca Clinical Trial Studies to Treat Head & Neck Cancer Patients with Newest Investigational Product

The Center for Oncology Care Department of Head & Neck and Plastic & Reconstructive Surgery and Medical Oncology at ECMC (Erie County Medical Center) was selected by AstraZeneca to be among the first cancer treatment providers in the nation to take part in a clinical trial with the AstraZeneca investigational product durvalumab (MEDI4736).

AstraZeneca is currently running two Phase II studies in which ECMC is participating to determine the effectiveness and safety of an investigational product in the treatment of patients with recurrent or metastatic squamous cell carcinoma of the head and neck who have progressed during or after treatment with a platinum-containing regimen for recurrent or metastatic disease.

The clinical trials are referred to as the “HAWK” and “CONDOR” studies. Patients need to meet specific enrollment criteria to be eligible to participate in either study. Patients who wish to be considered as potential participants in one of these studies should ask their doctor if they could be considered as a participant. Their doctor would then refer the appropriate patient(s) to ECMC for further evaluation for possible participation in one of these studies.

Those physicians who treat patients who may be eligible for these studies are invited to provide their patients with the necessary contact information. Physicians and/or their patients may also wish to review the listings for these studies on www.clinicaltrials.gov under ID NCT02207530 and NCT02319044.

For more information about these trials and/or the Center for Oncology Care at ECMC, call 716-898-3698, or visit: www.ecmc.edu

ECMC, Kaleida Health, and MASH Care Network Announce: New Population Health Management Model

Kaleida Health, ECMC and MASH Care Network have teamed up to develop a new population health management model for Western New York.

The initiative is designed to align ECMC and Kaleida Health’s hospitals, nursing homes, clinics and home care (the VNA) with MASH’s urgent care, transportation, physician services and mobility management to provide a seamless experience for patients.

The Buffalo General Medical Center, Gates Vascular Institute, Millard Fillmore Suburban Hospital and DeGraff Memorial Hospital recently launched their “signature service” program in conjunction with MASH Transportation. ECMC and the Women & Children’s Hospital of Buffalo will come on line next.

By coordinating transportation and having dedicated resources available, the hospitals can improve their respective discharge planning processes, getting patients home in a timelier manner. In addition, it will assist the hospitals’ length of stay for patients.

Buffalo Bills and ECMC host 10th annual Billie event *Bills and ECMC raise awareness and funding for the battle against breast cancer*

The Buffalo Bills and the ECMC Foundation along with the American Cancer Society came together to host the 10th annual Billie event in downtown Buffalo on Friday, October 2, as part of the NFL’s month-long initiative to raise money and awareness for breast cancer research. The event was held in front of (716) Food and Sport and featured a free outdoor concert at Canalside with award-winning Black River Entertainment recording artist Craig Morgan.

The evening also featured a celebration of breast cancer survivorship and awareness with Bills players and their families making appearances. Janet Snyder of KISS 98.5 served as the Master of Ceremonies. Buffalo-based musical act eXit! kicked off the event with a live performance followed by another performance from the Buffalo band Dirty Smile. After Craig Morgan’s performance, the evening culminated with a fireworks show at Canalside.

Proceeds from the event benefit the ECMC Mobile Mammography Coach, the only unit of its kind in Western New York. Over 7,500 local women have been screened on the Coach in the past three years and

a dozen of those women have had their breast cancer detected at a treatable stage. The goal of the ECMC Mobile Mammography Coach is to make screening services available to all women in our community. “It shouldn’t matter where you live or what your financial status is,” says ECMC President and CEO Tom Quatroche. “All women deserve access to health care and the Coach is able to bring mammography services to women who might otherwise never be screened for cancer. Along with our partners at Western New York Breast Health, ECMC is proud to be partnering with the Buffalo Bills to promote the importance of early detection.”

In honor of the event, ECMC and numerous downtown Buffalo landmarks like the Peace Bridge, the Phillip Lytle Building and the Buffalo Niagara Convention Center turned ‘pink’ to support the cause.

The ECMC Mobile Mammography Coach, which features two digital mammography screening units, was parked at the event for people to visit and receive information on early diagnosis and treatment. The American Cancer Society was also on-site to help raise awareness and distribute information.

The Mammo Mile

ECMC Foundation, WNY Imaging Group and WNY Breast Health joined together to support the ECMC Mobile Mammography Coach and raise awareness for the importance of breast cancer screenings. The fun started at WNY Imaging on Genesee Street where over 300 hundred walkers and others gathered for the Mammo Mile. DJ Milk provided the entertainment at the pre-walk party that included food and fun activities for the kids. Participants walked the “Mammo Mile”, following the ECMC Foundation Mobile Mammography Coach up Genesee Street to Coca Cola Field. After an on-field photo, walkers joined the crowd for Turn The Park Pink Night.

Tree Decorating and Donor Wall Ceremonies honor organ donors and recipients

On November 18, ECMC held a joint celebration of the Tree Decorating Ceremony sponsored by the Kidney Foundation of Western New York and the ECMC Transplant program. In addition to the tree decorating, a plaque was dedicated on the ECMC Donor Wall on the 10th floor honoring donor families, living donors, transplant recipients, and those waiting for life-saving organs. Each of these groups received ornaments to hang on the tree. Speakers during the ceremonies included Emcee Barbara Breckinridge, Regional CEO of the National Kidney Foundation of WNY; ECMC President and CEO Tom Quatroche; Dr. Liise Kayler, Director, Regional Center of Excellence for Transplantation and Kidney Care at ECMC; a donor family; a kidney recipient who was the first ECMC transplant patient who later gave birth to a baby; and two brothers—one a donor and the other a recipient.

ECMC, Deaf Access Services to Use ER Signing Guide -Goal to give doctors, nurses, staff quick way to communicate with deaf patients

Erie County Medical Center and Buffalo Deaf Access Services joined to utilize a 20-page Deaf Emergency Awareness Form [DEAF] booklet so doctors and nurses can more effectively communicate with deaf and hard-of-hearing patients.

ECMC is the first hospital in the country to adopt the book, which contains easy-to-follow guidelines for how to most effectively communicate with deaf patients, as well as customized terms needed in a hospital and medical context. The booklet will soon become available to personnel in the region’s largest trauma center and for other hospital needs as well.

“This is a thoughtful and, we expect, effective approach to making certain our staff can communicate with deaf and hard-of-hearing patients, especially at crucial times in their care,” said Karen Ziemianski, ECMC’s senior vice president of nursing.

The DEAF booklet is based on the American Sign Language (ASL) system and would be used as a stop-gap in emergency situations, before and until a sign-language interpreter is available. The booklet is a visual and gestural form of communication that includes ASL vocabulary and precise illustrations that are easily understood and useable even for those who do not sign.

Deaf Access Services provides services in Buffalo helping the deaf, hard of hearing and hearing communities come together through advocacy, sign language, community education, employment, technology assistance, communication skills, and interpreting services that promote equal access.

“The booklet will benefit the deaf and hearing communities by facilitating communication and enhancing access to health care, particularly in emergent situations,” said DAS Board Member Sharon Manning, who introduced DAS to Welsh. “The idea is to provide immediate information for the health-care provider and the deaf/hard of hearing consumer, which will hopefully decrease fear and possibly allow for quicker treatment in an emergency situation.”

Manning is an assistant clinical professor in the School of Nursing at D’Youville College and her research involves health-care issues with the deaf community. She is also a student at Sacred Heart University in Fairfield, CT, seeking her doctorate of nursing practice. Carol Gallo, who lives outside of Philadelphia, is a fellow student with Manning at Sacred Heart. Gallo was also Welsh’s clinical instructor in nursing school in Philadelphia. Gallo brought Manning and Welsh together. Manning then worked with Sharon L. Hanson, executive director of DAS in to make DAS and ECMC the first partners to apply the booklet in a clinical setting.

Millennium’s Hammonds joins NYS panel of experts for Performing Provider System Symposium

As part of the New York State Department of Health “New York DSRIP Year 1: Launching PPS Transformation Efforts” symposium held in September in Rye Brook, NY, Millennium Collaborative Care Executive Director Al Hammonds and Erie County Commissioner of Health Dr. Gale Burstein joined a distinguished panel of experts from across the state to discuss “Emerging Models of Successful Collaboration with County Agencies.” During the session, panelists discussed best practices for collaboration between county agencies and Performing Provider Systems (PPSs), particularly within Domain 4 projects. Successful partnerships between County and PPS leadership were profiled.

Main symposium topics included: Building blocks for value-based payment; Driving toward Integrated Delivery Systems; Provider Engagement Approaches; Value-Based Purchasing in New York State; Considerations for Behavioral Health/Clinical Integration; Operational Support and Performance Resources; and Collaborative Healthcare Strategies. Breakout sessions followed the main presentations each day of the two days.

Al Hammonds previously served as chief operating officer at the Community Health Center of Buffalo (CHCB) a federally qualified health center that provides primary care, dental and behavioral health services. Prior to CHCB, Hammonds was the University at Buffalo’s assistant director of outreach for the Office of Economic Development. Hammonds previously served as Deputy Erie County Executive and was also a senior project director at the Center for Industrial Effectiveness at the University at Buffalo. A certified Six Sigma Black Belt practitioner, Hammonds also served as an adjunct professor for the Empire State College FORUM Management Program. Hammonds graduated from Purdue University with a degree in industrial management and industrial engineering. He also graduated from the UCLA/Johnson & Johnson Health Care Executive Management Program. Hammonds started his career at Delphi Automotive Systems, helping to drive lean manufacturing and continuous improvement.

ABOUT MILLENNIUM COLLABORATIVE CARE: Millennium Collaborative Care is a Performing Provider System (PPS) locally chaired by ECMC, and including Kaleida Health, Niagara/Orleans PPS

providers, Southern Tier PPS providers, and more than 3,800 other hospital and health-provider partners in Western New York. Millennium is the lead partner in Erie County for the state's Delivery System Reform Incentive Payments [DSRIP] program. Each region of the state is required to create a series of projects aimed at improving patient care and saving costs in the Medicaid population over the next five years. DSRIP's five-year goal is to reduce avoidable admissions and emergency room visits by 25 percent statewide. The total Medicaid population for the Millennium PPS is over 230,000 Medicaid patients in Western New York. Medicaid is the federal health care system for the poor and disabled administered by the states and counties. For more about MCC, log-on to: www.millenniumcc.org

Laurie Efthemis recognized as Trauma Registrar of Distinction by NYS Trauma Society

Laurie Efthemis, RHIT, SCTR, CAISS, has been awarded the Trauma Registrar of Distinction by the NYS Division of the American Trauma Society (NYATS). The awards were presented at the NY ATS meeting on January 7, 2015 in Troy NY. Laurie has been a Trauma Registrar at ECMC since 2012. In the two years since joining ECMC's trauma team, Laurie has achieved many accomplishments, including Certifications as: Certified Specialist Trauma Registrar (CSTR) and Certified Abbreviated Injury Severity Scoring for trauma (CAISS). She has been instrumental in helping to achieve concurrent status for ECMC's trauma data registry.

ECMC Employee of the Year

The 2015 Employee of the Year Recognition was awarded to Paul Keleher, PT, Physical Therapist, at the Employee Picnic. Paul is a very humble man, a people person, a "go to guy," a positive influence on his co-teammates, patients, patient families, and the entire clinical care team. Paul is described as the "complete package" of skills, teamwork, compassion, and dedication.

Terrace View Employee of the Year

Patty Tamrowski, CNA, was recognized as the Terrace View Employee of the Year. Patty adjusted to the move from the Erie County Home to Terrace View and all of its challenges and soon became a leader in the organization. Patty is described as someone who enjoys excellent staff and patient relations and is a model employee. Residents trust her and request her for their care; families depend on her and search her out for her professionalism; colleagues look to her as a resource person and choose her to orient new staff members. She is one of those individuals who meet a challenging situation head-on.

ECMC Volunteer of the Year

Judy Dintino, the 2015 Volunteer of the Year, is caring and compassionate. She is always willing to help, has good ideas and is creative. She is a gracious woman who never has a mean word to say, but instead is busy encouraging others. Judy originally joined the Volunteer Board in 2004 while she was still working full time. She has since retired and helps out at The Gift Corner. She has a knack for retail and fashion. She also regularly attends meetings and has previously chaired the annual Fashion Show.

ECMC Nurse of Distinction

Michelle Swygert, RN, NCC, was named to the Delta Sigma Award/Marguerite D'Youville Honor Society. Michelle is a distinctive registered nurse who provides exceptional care, encourages professional development and leadership amongst her peers, and inspires a culture of empathy and compassion for all patients. Michelle has a lifelong commitment to the service of nursing through compassion and

knowledge, both of which originate in her ability to genuinely and effortlessly impact and inspire those around her. With compassion as the absolute basis of her philosophy of nursing, Michelle has impacted thousands of patients, staff and students across ECMC. Michelle has created and advocated for organizations and programs that hold the patient at the center creating a culture of patient-centered care.

Michelle began her education at D'Youville College and continued her Nurse Practitioner training at the University of Buffalo. Michelle has worked in palliative care, in college health, geriatric care, and with the Department of Immigration Health Services. Michelle began at ECMC in 1999 as a registered nurse and has continued at ECMC as a unit manager, clinical manager, nursing care coordinator and currently, as the Behavioral Health Coordinator. Michelle has also taught Behavioral Health to nurses at D'Youville College.

Michelle's vocation of nursing also stretches beyond the hospital and the country by volunteering with organizations. Michelle has worked with the American Psychiatric Nurse Association, Friends of the Night People, EMBRACE WNY, Habitat for Humanity, Toys for Tots, and Kappa Alpha Psi and has spearheaded the Ladybug community support group and the Jenkins Soft Bed Project. She has also volunteered on two mission trips in Haiti.

Throughout her career with ECMC, Michelle has established herself as a leader. The basis of her leadership is in mutual respect, accountability for herself and her staff, and ongoing effective and clear communication. She has led many projects at ECMC, advocating for equality, access to healthcare, and ongoing open communication among staff. Michelle's passion, her lifelong commitment to nursing and her knowledge level is unsurpassed. She is able to motivate, enthuse, and teach her staff and those around her. Michelle's work does not stop at the end of her shift; she is a leader in the realm of development and vision, imparting knowledge, skills and enhancement to future nurses along the way.

ECMC Outstanding Staff Nurse

Tara Gregorio, RN, has worked on the Rehabilitation Floor since 2002. The Rehab Unit treats stroke patients, spinal cord injuries, traumatic brain injuries, multi trauma and de-conditioned patients, some of the most complex patient cases in the medical center. Nurses teach and explain medications, treatments, medical changes, and therapy tailored to individual learning styles. Although Tara's influence in the areas of clinical practice is commendable, her real skills are in her advocacy for patient safety, nurse knowledge and empowerment, and going above and beyond her role as a nurse.

Working with her rehab patients, Tara noticed an ongoing need to improve patient safety and began to focus on the prevention of pressure ulcers. She now chairs the ECMC STAMP committee, a New York State Department of Health initiative, which provides improvements in preventing pressure ulcers. Tara is one of the first staff nurses to head a committee. She also worked collaboratively with Dietary to initiate a nutrition program that increased the protein given to patients. As an instructor on a Designated Education Unit, Tara has taught University at Buffalo and Trocaire students the need to inspire patients to become involved in their care and the clinical skills necessary to provide patient centered care. She has created and implements skin care rounds and audits for the nursing departments and has taught her staff to keep striving and learning.

Tara's focus on patient centered care is apparent in her clinical practice and in her engagement with patients on a non-clinical level. She spends time with her patients, time filled with communication, empathy, and compassion. These are patients who are rehabilitating after terrible trauma, patients for whom Tara spends days, weeks, and months as a member of their nursing team. Her patients include some who may never have felt compassion nor had nurturing throughout their life. She takes care of seven of these patients during her shift, and after her shift or on lunch, she can often be seen rolling patients outside for fresh air, so they can feel the sun on their face after being inside throughout most of their hospital stay.

Three Outstanding ECMC Nurses are Recipients of the Daisy Award

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

Tracy Dempsey, RN, was the First Quarter Daisy Award Winner in 2015. Tracy was nominated after a family wrote a letter detailing the compassionate care she gave to their family member in the last days of the patient's life.

Lisa Pelton, RN, was the Second Quarter Daisy Award Winner and was celebrated during Nurse's Week in May. Lisa was nominated by a patient to whom she provided exceptional care. The patient wrote a detailed letter about Lisa that was the inspiration for her award nomination.

Jennifer Gee, RN, 8-North, was awarded the Third Quarter Daisy Award. She won the award based on a hand-written note from a patient's husband describing the kind, compassionate care delivered during the patient's stay at ECMC. Jennifer took the time to explain the patient's medications and the care the patient was receiving. This calmed and encouraged the patient with her nursing care.

ECMC Nurses Recognized

Several ECMC nurses were recognized for "Excellence" and personal achievement by several outside organizations. This is truly amazing and so greatly deserving for these individuals:

- Karen Ziemianski, MS, RN, Senior Vice-President of Nursing was awarded the Nurse Executive/Leadership Award from the Network of Religious Communities
- Cameron Schmidt, MS, RN, Clinical Teacher, Critical Care Education, received the Distinguished Nursing Award-Life Line Foundation
- Michelle Swygert, RN, was named this year's D'Youville's Delta Sigma Award/Marguerite Honor Society honoree
- Edna Stercula, CRNA, was recently honored by the Jamestown Community College Alumni Association as the JCC 2015 Alumni Nurse of Distinction
- Tara Gregorio, RN, was selected as the Outstanding Staff Nurse Award by the Professional Nurses Association of WNY

Dr. Holmes and Medical Team Return to Haiti

In April, Dr. David Holmes led another medical expedition to provide medical care to rural Haiti. As they did in 2014, the team stayed in a local high school and set up a temporary clinic in the classrooms there. The school was St. Gabriel's Secondary School, one of the few high schools in the country, in the town of Fontaine in the northern part of Haiti's Central Plateau. Students at the school assisted the Buffalo doctors in addressing the medical concerns of Fontaine's residents, which include malnutrition due to poverty, lack of potable water and available health care. Many patients complained of "stomach pain" as a result of hunger. One of the four classrooms used for the medical clinic was dedicated to a pharmacy where physicians and student assistants dispensed necessary medications to their patients.

According to Dr. Holmes, the goal of the team is to "build a lasting and sustainable partnership between the Buffalo medical community, the people of Fontaine, St. Gabriel's School, and Friends of Fontaine. Our team hopes that this partnership will assist the people of Fontaine in improving their health and well being by meeting their public health needs."

Dr. Holmes is Clinical Associate Professor and Director of Global Health Education at SUNY Buffalo Department of Family Medicine and a physician at ECMC Family Health Center.

ECMC’s Susan Ksiazek delivers National Association of Boards of Pharmacy presentation

Susan Ksiazek delivered a presentation at the 2015 Annual Meeting of the National Association of Boards of Pharmacy (NABP) in New Orleans this May. The presentation, entitled “Regulating Team Based Care – Where Do We Start?” was a collaboration with representatives of the national associations representing boards of nursing and medicine. With the changes in healthcare, academic training and patient care models are emphasizing an inter-disciplinary approach. To optimize outcomes and ensure public protection, state healthcare regulations must be aligned. Boards of medicine, nursing and pharmacy are beginning to work together on the state and national level to ensure that regulations keep pace with the changing model and philosophy of healthcare delivery.

Susan was appointed to the New York State Board of Pharmacy in 1998, and served as the Chair of the Board for two years. She was elected to the Executive Committee of the National Association of Boards of Pharmacy in 2013. Subsequent to the 2015 Annual Meeting and her presentation, Susan was asked to serve on a national workgroup on Team Based Regulation through the Federation of State Medical Boards. Her years of experience working in team based models as a hospital and geriatric practitioner as well as her experience on the New York State Board of Pharmacy were cited in the invitation. Susan replied that she is very excited to be a part of a regulatory movement that supports a patient centered model well established to deliver a high level of quality and safety.

Accessible Public Transportation for Rehab Patients

On September 10, ECMC rehab therapists initiated a new program to assist patients in learning about and practicing the use of public transportation. An initiative of the Community Re-Integration Group on Accessible Public Transportation, the program enables individuals to practice boarding the bus. Patients can either board at wheelchair level or by using an assistive device up a ramp or up the stairs. The rehab therapists will determine which method is most appropriate for each patient. Program leaders reserved a Metro Bus for this initial learning experience, which was free of charge to the patients. Individuals may also practice putting money into the machine, but it’s not necessary. Once on the bus, patients were given a brief presentation on the accessibility of the Metro system as a whole, including Paratransit, the lift-equipped van service. Michael Koch and Brittany Ciach continue to lead the program for patients on 8th Floor North Rehab who wish to learn more about the Metro System and accessibility options for public transportation. In addition, there will be an NFTA Metro supervisor available for more information. This service is available for all appropriate Rehab patients.

ECMC Highlights Mental Health Awareness Month (May)

As the Regional Behavioral Health Center of Excellence (COE), Erie County Medical Center (ECMC) Corporation announced it is emphasizing Mental Health Awareness Month. Throughout the entire month of May 2015, ECMC brought greater attention to mental health by holding conferences and instructional sessions for staff and partnering organizations and increasing awareness with the general public. For the general public, mental health information was available at community education tables set up in ECMC’s Main Lobby. From May 18-22, art work created by ECMC behavioral health patients was displayed in various areas of the Medical Center and the new Outpatient Behavioral Health Center building.

For staff and partnering organizations, throughout the month of May, ECMC also hosted such instructional events as: “Verbal De-escalation in a Mental Health Crisis” – presented by the National Alliance on Mental Illness (NAMI) and ECMC; “Come to Group,” (group therapy) by Sandra Daignault, LCSW, author – presented by ECMC administration and Michael Cummings, MD, executive director, Regional Behavioral Health COE, ECMC; “Mental First Aid for Health Providers” – presented by The ECMC Foundation; “Dealing with a Mental Health Patient in Medical Crisis;” and “Our Experiences as a Patient” with panelists from the Mental Health Association.

ECMC initiated a mental health awareness campaign consisting of: mental health medical minutes airing on television and accessible at www.ecmc.edu; print advertisements; articles in area health publications; and street pole banners installed along Grider Street – all to bring greater attention to mental health concerns.

One in five adults experiences a mental health condition every year. One in 20 lives with a serious mental illness such as schizophrenia or bipolar disorder. In addition to the person directly experiencing a mental illness, family, friends and communities are also affected. Fifty percent of mental health conditions begin by age 14 and 75 percent of mental health conditions develop by age 24. Recovery, including meaningful roles in social life, school and work, is possible, especially when patients begin treatment early and play a strong role in their own recovery process.*

An estimated 16 million American adults—almost 7 percent of the population—had at least one major depressive episode last year. People of all ages and all racial, ethnic and socioeconomic backgrounds can experience depression, but it does affect some groups of people more than others. Women are 70% more likely than men to experience depression, and young adults aged 18–25 are 60% more likely to have depression than people aged 50 or older. With early detection, diagnosis and a treatment plan consisting of medication, psychotherapy and lifestyle choices, many people get better. When left untreated, depression can be devastating, both for the people who have it and for their families.*

There is help for those individuals with mental health conditions. Knowledge is the first step in recovery. For more information about mental health services, call ECMC at 716-898-5400.

*Reported by the National Alliance on Mental Health (NAMI) and/or the National Institute of Mental Health (NIMH)

Four New Prescription and Needle Drop Boxes at ECMC

On March 4, the Erie County Sheriff’s Office, the Erie County Department of Health and ECMC held a joint press conference at the medical center announcing the installation of prescription drug and needle drop box kiosk within ECMC’s lobby and emergency room. ECMC now has four drop boxes—two prescription drugs boxes and two sharp drop boxes—located in the lobby and emergency room waiting area. These boxes accept expired or unwanted prescription drugs as well as needles.

The Erie County Sheriff’s Office initiated the Prescription Drop-off Box program in July 2013. Since its inception, the Sheriff’s Office has disposed of 35,525 pounds of drugs and 25,000 pounds of needles and it is expected that the amount collected will increase at a significant rate with the additional new kiosks within ECMC. On hand for the press conference were Erie County Sheriff Timothy B. Howard; Dr. Gale Burstein, Erie County Commissioner of Health; Chief Christopher Cummings, ECMC Hospital Police; Dr. Michael Cummings, Director of Regional Behavioral Health Center; and Jessica LaFalce, WNY United.

ECMC dedicates the “Anthony V. Mannino Comfort Room”

A quiet place for cancer patients to reflect, discuss treatments with their doctors and spend time with family

Erie County Medical Center (ECMC) Corporation held a dedication and ribbon-cutting of the “Anthony V. Mannino Comfort Room.”

Anthony V. Mannino was a young man who lost his battle with cancer on March 8th, 2009, at the age of 21. Anthony was just three months shy of his 20th birthday when he was diagnosed with stage IV esophageal cancer. He battled this cancer for 22 months, beating the original diagnosis of 6 to 12 months. His family started The Anthony V. Mannino Foundation to benefit young adults between the ages of 18-

29 who they believe are often undeserved regarding emotional and financial support. This age group may not have insurance through their parents and they are not at an age where they have families of their own for support.

The room is located in ECMC's Ambulatory Center building on its second floor in Medical Oncology, part of the Center for Oncology Care, specializing in head and neck, plastic and reconstructive surgery, dental and medical oncology, maxillofacial prosthetics, and breast oncology. ECMC medical oncologists offer expert clinical care that emphasizes aesthetic principles in a healing atmosphere. A collaborative team of physicians discusses each case in a group setting to develop a comprehensive approach for each patient.

The "Comfort Room" conveys the personality of Anthony. The room has an Asian theme. The theme was selected because Anthony was an avid martial artist. The "Comfort Room" is painted in relaxing earth tones. Soft lighting is installed and two recliners are available for patient comfort. A custom table with a modern Japanese design displays Anthony's portrait and The Mannino Foundation name engraved into the table. Included are a bonsai tree and a six foot tall bamboo tree. On the wall is a large photo print of a Japanese waterfall. Another wall includes the words "Compassion, Hope, Courage" which is a slogan used by "The Mannino Foundation." The theme has a deeper meaning for anyone experiencing difficulty. The bonsai tree traditionally represents stability and perseverance. The waterfall is a sign of change and water is often associated with relaxation and healing.

ECMC Rehab Behavioral Health Services Receives Grant from Christopher and Dana Reeve Foundation to be First Hospital in US/Canada to apply New Therapy

Erie County Medical Center (ECMC) Corporation is proud to announce that it has received a \$13,534 Quality of Life grant from the Christopher & Dana Reeve Foundation. The award was one of 75 grants totaling over \$600,137 awarded by the Reeve Foundation to nonprofit organizations nationwide that provide more opportunities, access, and daily quality of life for individuals living with paralysis, their families, and caregivers. Conceived by the late Dana Reeve, the program has awarded over 2,400 grants totaling over \$18 million since 1999.

ECMC's Rehab Behavioral Health Services will use the grant funds to improve quality of life through bibliotherapy, an innovative, new approach—not yet implemented in US or Canadian hospitals until now—by addressing physical and cognitive needs of patients who have survived traumatic brain and spinal cord injuries and other progressive illnesses.

"We are honored to be awarded this grant from the Christopher and Dana Reeve Foundation and grateful to receive it to assist individuals who have sustained severe, traumatic injuries," stated Lisa Keenan, PhD, Director, Rehabilitation Behavioral Health Services, ECMC. "With these funds, we intend to help these patients by utilizing bibliotherapy and providing appropriate technology equipment (Kindles) adapted to accommodate individual needs. This will facilitate reading diverse kinds of texts with the goal of enhancing the quality of their lives."

About ECMC Rehab Behavioral Health Services: Rehab Behavioral Health Services provides psychological evaluations for patients receiving outpatient services for adjustment to disability, illness, pain management, spinal cord injury, and brain injury rehabilitation. Also offered are counseling services to Rehabilitation Medicine inpatients and outpatients and their families and assistance to Rehabilitation Medicine team members in managing patients requiring services. Staff provides regular in-service training to Rehabilitation Medicine teams and medical residents, participates in outcomes research programs, and develops community support groups.

Buffalo Opportunity Pledge event held at ECMC

On September 14, Buffalo Mayor Byron Brown and other city officials joined ECMC Board members Sharon Hanson and Michael Seaman and staff for a dedication of the Buffalo Opportunity Pledge. The pledge encourages every citizen to recognize the strength of diversity and to create a city committed to inclusion, fairness, and equity.

National Healthcare Decisions Day

Inspired by Benjamin Franklin’s quip that “nothing in life is certain but death and taxes,” April 16 was designated as National Healthcare Decisions Day. The National Healthcare Decisions Day Initiative is a collaborative effort of national, state and community organizations committed to ensuring that all adults with decision-making capacity in the United States have the information and opportunity to communicate and document their healthcare decisions. The objectives of NHDD are to provide much-needed information to the public, reduce the number of tragedies that occur when a person’s wishes are unknown, and improve the ability of healthcare facilities and providers to offer informed and thoughtful guidance about advance healthcare planning to their patients.

Erie County Medical Center and Terrace View Long-Term Care Facility, along with over 1,000 other national, state and community organizations, participated in NHDD. The theme for the 2015 NHDD was “Leading by Example.” The goal is to encourage all ECMC & Terrace View employees to complete their own advance directive to be better equipped to answer questions and assist patients in completing their advance directive.

8th Annual Summer Youth Program

The ECMC Summer Youth Program is a four-week comprehensive self-development program for area high school students administered by the ECMC Foundation. The program offers 125 interns hospital-based career exploration to stimulate interest in employment in health services and to help meet the future need for qualified personnel in this field. They are required to work two (2) six-hour days for a total of 12 hours per week, which included a hospital-based career exploration program; a heart health education program, an accident prevention course and/or a CPR certification course. The criteria in which interns are selected to be in the ECMC Summer Youth Program includes: an 80% overall GPA; two letters of recommendation from their school; 14 – 17 years of age; attendance of 10th, 11th or 12th grade in the Fall of 2015, medical assessments, working papers, parent permission and a successful completion of a personal interview.

ECMC Women’s Team Wins J.P. Morgan Corporate Challenge

The 35th running of the Corporate Challenge was held on Thursday evening, June 25th in Delaware Park. ECMC had a formidable presence in the 3.5-mile event with 242 runners among a total of 12,375 entrants from 396 companies. That put ECMC in the top ten in terms of company participants. Most impressively, the ECMC women’s team finished in first place in the female division. Team members and their times were: Chanel Prince (22:44); Anne Veith (25:43); Amy Eustace (26:31); and Kathy Gregoire (26:49).

Tournament of Life Golf Classic

Park Country Club was the setting for the annual Tournament of Life Golf Classic on August 10th. A full field of golfers, 216 in all, enjoyed a full day of activities on the course as \$125,000 was raised to support hospital initiatives. The morning round was treated to breakfast before golf and enjoyed a delicious lunch on the patio with the afternoon group. All golfers had the opportunity to play 18 non-skill games on the course with prizes totaling over \$15,000 in addition to the skill games offered to all.

Dolphin Campaign to help Nurses in Need

During Nurses' Week 2015, ECMC recognized the contributions of nurses to follow the mission of giving back to the community. The Nursing Recognition Committee chose to support a National Organization that aligned with ECMC nursing values. Under the direction of Karen Ziemianski, senior vice president of nursing, they selected the Nurses' House. This organization is a nurse managed national nonprofit organization dedicated to helping nurses in need. Their mission is to provide short term financial assistance to nurses in need as a result of illness, injury, or disability. To date the Nurses House has assisted thousands of nurses in all 50 states to regain health and productivity. The Dolphin Campaign represents care and compassion and has become a symbol for nurses helping nurses. Dolphins are known for coming to the assistance for their own kind, even lifting them up for sickness for days at a time until they recover the strength to swim on their own. Nurses are able through Nurses House to do the same for their colleagues. The ECMC family generously raised \$537.00 through donations of administrators, nurses and employees. Marlene Werner, a local representative of the Nurses' House was on-site to receive this check. She was impressed by the selflessness that will touch the lives of many nurses.

Dress for Success rolled-out by ECMC Nursing, Supported by Staff

The Nursing Recognition Committee requested help to support Dress for Success in Buffalo as it relates to empowering women in Western New York. Dress for Success is a global not-for-profit organization that promotes economic independence of disadvantaged women by providing professional attire, a network of support, and career development tools to help women thrive in work and in life. This initiative started in 1997 and has expanded to more than 140 cities and 19 countries and has helped more than 850,000 women work toward self sufficiency. ECMC nurses accepted fabulous suits and other professional attire, accessories and shoes that women would wear on a job interview to furnish them with confidence to either enter the workforce or return to the workplace. The nurses collected items June 1 through June 12. There was an enormous outpouring of support, donations and generosity from the entire ECMC family. This project was so well received that the nurses have decided to continue to support this as a yearly tradition to benefit the surrounding community.

ECMC's Farmer's Market 2015

The tradition of the Farmers Market on Grider continued for a sixth straight year. Opening day on June 5th brought out a variety of vendors with fruits, vegetables, baked goods, soaps and much more. The Farmer's Market was launched in order to bring a fresh perspective on fruits and veggies by supplying the tools for a healthy lifestyle. In an area with limited food options the Market continues to help members of the community become aware of the many benefits and options a healthy lifestyle offers. Each year, the market continues to grow in size and value to the community.

The market is also a pilot site for the Double Up Food Bucks Program, which matches \$1 for every dollar a patron spends. In addition, the market took Farmer's Market coupons for eligible participants. The Cornell Cooperative Extension- Eat Healthy New York, and Food For All held weekly demonstrations showcasing healthy recipes. Special events are held throughout the market's run for community members to get involved. Opening day was Plant Day and participants were able to pot their own garden in a

bucket! Masten Community and Miss Bonner Day in August is geared toward children and families, with balloons, ice cream and a community/health services fair for all.

The ability to shop for fresh food to take home is just one benefit of the market! Friday afternoons also brought food trucks, much to the delight of the ECMC community.

ECMC Giving Garden and gardeners bring fall harvest

Thanks to the efforts of the Nursing Department and other volunteers, the Giving Garden produced a bumper crop of kohlrabi, collard greens, Swiss chard, eggplant, tomatoes, kale, cabbage, basil, and parsley. Over the summer, volunteers donated some 250 to 300 pounds of vegetables and herbs to the community. On one peak day alone, 100 pounds of food was donated. After the harvest, the garden was tended to prepare for next season with the addition of compost, perlite, and other organic amendments to the soil. Everyone involved in the garden project is excited by its success and hoping to make an even bigger impact on the community in the years ahead.

MyECMC Patient Portal

The MyECMC Patient Portal is an easy way for patients to see their medical records online. It's free, safe and a huge benefit for patients looking to stay more up to date with their health care. It is a new outlet for ECM patients to view medications, vitals, lab results, discharge summaries, appointments, and much more in a single, convenient and organized place. Sign-up is quick and easy, and ECMC has the staff available to help walk patients through the process.

ECMC Corporation Appoints Thomas Quatroche Jr. President & CEO *Moves into top hospital job after more than a decade overseeing operations*

On January 26, 2016, the Erie County Medical Center Corp. Board of Directors announced that Thomas J. Quatroche Jr., Ph.D., is the corporation's new President and Chief Executive Officer.

As President and CEO of ECMCC, Quatroche provides leadership for all operations at ECMC and Terrace View, the skilled nursing facility on the Grider Street health campus. He will continue to engage physicians, nurses and staff in transforming the care delivered to patients every day with a focus on improving the patient experience. He will also continue his collaborative work in the community with clinical, business and community leaders.

The board also voted unanimously to embark on a national search for a new chief operating officer.

The board's decisions came after widespread outside and internal input from community leaders, health officials, doctors, nurses and staff. These included leaders of the local Civil Service Employees Association, the American Federation of State, County and Municipal Employees and the New York State Nurses Association, three major unions at the hospital.

"I've known and worked with Tom Quatroche for more than a decade and I fully agree with the board's unanimous decision to appoint him to lead the health system," said incoming ECMC Board Chair Sharon L. Hanson. "Tom has been a major part of ECMC's renaissance, image change, and its growth into a superior regional health system."

Quatroche has worked at ECMC for 11 years, most recently serving as president and for many years as senior vice president of Marketing, Planning and Business Development.

"I have worked closely with Tom Quatroche for more than 20 years. He is an exceptional individual with the skills and temperament to lead ECMC through the years ahead," said Lieutenant Governor Kathy

Hochul. “His ongoing advocacy for ECMC in Washington and Albany have already established him as a respected representative of the hospital and I am confident he will successfully transition into this new position to the benefit of not just the hospital, but the entire community.”

Quatroche worked in higher education and health care for more than 20 years in various executive roles. For the past 11 years at ECMC, he was responsible for surgical services, all surgical service lines; oncological services; business development; marketing; strategic planning; and external relations.

“Tom is well-known and respected by the doctors, nurses and staff,” said Dr. Sam Cloud, president of the ECMC medical staff. “He has developed a high level of trust and credibility overseeing multiple practices and with his leadership of key segments of our growth areas.”

Quatroche oversaw the departments of Orthopedics, Neurosurgery, General Surgery, Oncology, Head & Neck/Plastic and Reconstructive Surgery, and Oral Oncology and Maxillofacial Prosthetics.

Quatroche, who became hospital president in May 2015, previously served as the chief corporate affairs officer, responsible for external affairs and strategic initiatives of the corporation, including affiliations with Great Lakes Health, Kaleida Health, and other organizations important to the corporation’s strategic direction.

“In my time at ECMC, I saw first-hand the work and critical relationship that Tom had with doctors, nurses, staff, labor, the community and more,” said Kaleida President and CEO Jody L. Lomeo. “He was instrumental in the culture change and he really helped drive the growth of the hospital. He is uniquely positioned to take ECMC to the next level.”

As a senior vice president and a member of the executive team for 10 years prior to becoming hospital president, Quatroche advanced ECMC’s brand and image in the community.

“ECMC is known as an organization that collaborates with a very high level of integrity for the benefit of the community, and I am therefore honored to assume this new leadership role,” Quatroche said. “I’ve said multiple times that I am – and really any CEO is – the least important person here. What the doctors, nurses and staff do for our patients is what really matters, and it humbles me to lead them. I thank the board for entrusting me in this new role to lead these initiatives to provide better health care in our region,” he added.

Quatroche served on statewide committees in education and health care for the State University of New York and the Healthcare Association of New York State. He represented ECMC on HANYS’s Task Force on Improving New York State’s Medicaid Program and Allied Executives Committee and is currently serving on the Western New York Health Association Board, Trocaire College Board of Trustees, Buffalo State Foundation Board, Buffalo Renaissance Foundation Board of Directors.

“Under Tom Quatroche’s leadership, together the University at Buffalo and ECMC are reaching new levels of cooperation and effectiveness across our physician-training programs, medical student education, clinical research and patient care,” said Satish K. Tripathi, UB’s president. “We look forward to continuing to work with Tom and strengthening our relationship and building upon the health-care excellence we provide for Buffalo and Western New York.”

A lifelong Western New Yorker, Quatroche has been involved in many civic organizations. He is a past recipient of Buffalo Business First’s 40 Under 40 award for business and civic leadership and has been a featured presenter at health care conferences regarding the new Federal Healthcare Reform.

“I have known and respect Tom for his work as ECMC’s liaison to Great Lakes Health, and I am completely confident that he will lead ECMC in a positive direction with continued strong financial performance,” said Robert D. Gioia, chair of the Great Lakes Health board.

Quatroche received his Bachelor's degree in Business Administration and Marketing from the State University of New York College at Fredonia, holds a Master's degree in Student Personnel Administration from the State University of New York College at Buffalo and earned his Doctorate in Higher Education – Educational Leadership and Policy – from the State University of New York at Buffalo.

“It has been our experience that Tom listens to and appreciates all of the employees for the clinical and non-clinical care they deliver to the patients. For many years, Tom's positive interaction with staff has reinforced the trust and respect he has earned,” said Denise Szymura, president of CSEA Local 815/Erie Unit.

ECMC Transplantation & Kidney Care Physician Leadership Appointments *Dr. Kayler as Program Director and Dr. Zachariah as Medical Director*

On June 19, Erie County Medical Center (ECMC) Corporation officials announced the appointments of Liise Kayler, M.D., as program director; and Mareena Zachariah, M.D., as medical director for the Regional Center of Excellence for Transplantation & Kidney Care at ECMC.

Liise Kayler, M.D., was selected after a national search, to serve as program director of the Regional Center of Excellence for Transplantation & Kidney Care at ECMC as reported by the State University of New York at Buffalo, University Surgical Group, and Erie County Medical Center. In this role, Dr. Kayler will provide overall leadership of the ECMC transplant program, effective July 2015.

Mareena Zachariah, M.D., is appointed medical director of the Regional Center of Excellence for Transplantation & Kidney Care at ECMC as announced by the State University of New York at Buffalo, School of Medicine - Division of Nephrology and Erie County Medical Center. Dr. Zachariah is a transplant nephrologist at ECMC and has served in this capacity since 2008. In concert with Dr. Kayler, Dr. Zachariah is leading the next phase of growth for the ECMC kidney and pancreas transplant program which is recognized for its long history of providing transplant services to the Western New York region.

“Dr. Kayler is an exceptional clinician and researcher with passion and exacting standards who will import a spirit of innovation to ECMC. Under her leadership, the ECMC program will accelerate, bringing greater opportunities for transplantation and honing the focus on patient-centered multidisciplinary care,” stated Steven D. Schwaitzberg, M.D., Professor and Chairman, Department of Surgery, School of Medicine and Biomedical Sciences, S.U.N.Y. at Buffalo.

“Dr. Zachariah is an outstanding clinician and researcher who brings enthusiasm and innovation to the ECMC program. In addition to increasing access to transplantation for deserving patients, Dr. Zachariah is focused on clinical research with a special interest in diabetic nephropathy,” explained Anne B. Curtis, M.D., Charles and Mary Bauer Professor and Chair, Department of Medicine, School of Medicine and Biomedical Sciences, S.U.N.Y. at Buffalo.

Liise Kayler, M.D., joins ECMC and the University at Buffalo from Montefiore Medical Center where she recently served as director of the kidney and pancreas transplant program. Dr. Kayler received her undergraduate degree from the University of Nevada and her MD from the University of Nevada School of Medicine. She completed a multi-organ transplant fellowship training at the University of Michigan. Dr. Kayler is certified by the American Board of Surgery. She practiced at the Thomas E. Starzl Transplant Institute in Pittsburgh as a clinical faculty member and later at Shands Hospital University of Florida as the director of the Living Kidney Transplant Program. While at the University of Michigan, Dr. Kayler acquired a master's in Clinical Research Design and Statistical Analysis. Her research focused on increasing opportunities for transplantation by improving utilization of deceased-donor kidneys, educational interventions to promote living kidney donor management and through kidney paired

exchange. She is currently a co-investigator on an NIH-funded multicenter study to evaluate living kidney donor quality of life.

Dr. Kayler's clinical expertise in laparoscopic donor nephrectomy has impacted the lives of many donors by providing faster recovery after surgery. She has collaborated with institutions across the U.S. to improve transplant care, mentor the next generation of transplant surgeons, and increase access to transplantation for those suffering with end-stage organ disease. Dr. Kayler has actively served the transplant community at the local and national levels for over 13 years. Presently, she serves on the UNOS Histocompatibility Committee and is co-chair of the ASTS Bylaws Committee.

Mareena Zachariah, M.D., is clinical assistant professor for the University at Buffalo – Division of Nephrology (2008-present) and associate director of the Renal Fellowship Program (2013-present). Dr. Zachariah is an ECMC transplant nephrologist (2008-present). Prior to joining ECMC, Dr. Zachariah served as clinical assistant professor at Shands Hospital, University of Florida Kidney Transplant Program.

Dr. Zachariah received her undergraduate degree from Kasturba Medical College in India and completed a nephrology fellowship at the University of Miami Miller School of Medicine (2006). She completed a Transplant Medicine Fellowship at the University of Wisconsin (2007). Dr. Zachariah is Double Board-Certified by the American Boards of Internal Medicine and Nephrology.

Dr. Zachariah is a member of the American Society of Transplantation (AST), the American Society of Transplant Surgeons and the American Society of Nephrology. Presently, she serves on the AST Women's Health Community of Practice committee advocating for women's health matters and national policy.

The Regional Center of Excellence for Transplantation and Kidney Care at ECMC is the result of the merging of two transplant programs—from Buffalo General Hospital and ECMC—into a single streamlined, highly specialized program that offers patients world class care. The mission of the Center is to provide lifesaving kidney and pancreas transplants, vascular access surgical care, hemodialysis for outpatients and inpatients, and treatment and disease management services for patients with all stages of chronic kidney disease. This concentration of services results in a greater number of procedures performed, a high level of expertise among the medical staff, and the most favorable outcomes for renal patients at all levels of care.

Dr. Mandip Panesar appointed ECMC Chief Medical Information Officer

ECMC is pleased to announce the appointment of Dr. Mandip Panesar to the position of Chief Medical Information Officer. In this role, Dr Panesar will provide medical leadership for all clinical information systems that assist physicians in the delivery of patient care, medical education, research, and the advancement of clinical quality and safety initiatives. As a representative of the office of the Chief Medical Officer and Medical Dental Staff, Dr Panesar will serve as an advocate and advisor for the use of information technology in the clinical setting. He will lead various committees representing the requirements of the physician community, and also lead physician efforts to utilize information technology to support clinical quality programs. Dr. Panesar joined ECMC in 2006 as a nephrologist with UBMD and continues to serve as the Medical Director of Hemodialysis where he played a key role in the development of the new Chronic Hemodialysis Unit in the Center of Excellence for Kidney Care and Transplantation.

Jarrold Johnson appointed Senior VP of Operations

Jarrold Johnson, MBA, NHA, FACHE, was appointed Senior Vice President of Operations for ECMC Corp. Jarrold comes to ECMC with over 19 years of healthcare experience. His most recent position was serving as Chief Operating Officer at Brooks Memorial Hospital (since 2012) where he was responsible for the daily operations of the 65-bed not-for-profit community hospital with a medical staff of 75. Prior to Brooks, he held the Chief Operating Officer position with Optim Healthcare in Savannah, Georgia. Jarrold earned his MBA from Howard University, Washington, DC, and his undergraduate degree in Economics from Lehigh University, Bethlehem, PA. He resides in Dunkirk with his wife and two children

Julia Culkin-Jacobia appointed Chief People Officer

On June 23, Erie County Medical Center (ECMC) Corporation appointed Julia Culkin-Jacobia as Chief People Officer. Julia Culkin-Jacobia serves ECMC in a senior administrative position encompassing responsibility for the Human Resource function throughout the Corporation. Her position involves aligning ECMC's business strategy with the HR strategy, focusing on building a culture of accountability with teammates who are patient-service oriented, friendly, results-driven, innovative, and committed to excellence.

Prior to joining ECMC, Julia Culkin-Jacobia served as Director of Global Compensation and Benefits for Greatbatch, Inc. in Buffalo, NY (3/2014-6/2015). For Syncore, Inc., she performed as Vice President of Administration and Vice President of Human Resources in Buffalo, NY (2004-2013). Before this, she served as Compensation Manager for the Delaware North Companies in Buffalo, NY (2004). She was a Senior Compensation Analyst for Pitney Bowes in Stamford, Connecticut (2000-2001).

Julia Culkin-Jacobia received a Bachelor of Science in Business Administration with a concentration in Human Resource Management from the State University of New York at Buffalo. She was recognized as one of the Women of Influence (2013) and Human Resource Executive of the Year for Mid-Size Company (2012). She is a Board Member of the American Heart Association.

Dr. Lisa Keenan promoted to Chief Clinical Psychologist

Dr. Lisa Keenan, who joined ECMC in 2005 as a Clinical Psychologist, has been promoted to Chief Clinical Psychologist. Dr. Keenan's work since she arrived has filled the critical need of providing psychological services to patients and families in the Department of Rehabilitation Medicine. Over the years, her role has expanded to supervising another psychologist, overseeing interns, treating patients from all over Western New York, providing services to ECMC staff, facilitating Schwartz Rounds, and establishing support groups and reading groups to patients both on site and in the community. Please congratulate Dr. Keenan on her well-deserved promotion.

Phyllis Murawski promoted to Vice President of Transplantation and Renal Care

ECMC is pleased to announce the promotion of Phyllis Murawski to Vice President of Transplantation and Renal Care. Phyllis will continue to partner with Dr. Liise Kayler, program director for the Regional Center of Excellence for Transplantation & Kidney Care, to develop and grow our transplant program. As part of her expanded responsibility, Theressa Sitgreaves, Director of Dialysis, will join Phyllis's team and they will continue their efforts in community outreach and education. We thank Phyllis for her hard work and determination over the past months during the transition of this vital program. Please congratulate Phyllis on her promotion!

Dawn Walters is VP of Behavioral Health and Rehab

Dawn Walters, MS, RN, was appointed to the position of Vice President of Behavioral Health and Rehabilitation Services. Dawn currently holds a number of nursing responsibilities in addition to being involved in leading both of these service lines. This reorganization streamlines and clarifies the leadership of these two significant service lines. Dawn continues to work closely with the Department of Nursing to ensure continuation of the quality standards set by Sr. Vice President of Nursing Karen Ziemianski.

Judy Dobson appointed VP Med/Surg Nursing Services

Judy Dobson, RNFA, MSN, FNP-BC, has been appointed Vice President of Medical Surgical Nursing services.

Judy began her career at ECMC 26 years ago as a General Duty Nurse in the Trauma Intensive Care Unit before taking on the role of Cardiothoracic Nurse Clinician for which she received the County Achievement Award in 1996 in case management for developing clinical pathways for cardiothoracic surgery patients. She also developed pre-and post-operative teaching booklets for the cardiothoracic patients. Judy then took on the role as Unit Manager of 12th Floor, Zone 2 where she transitioned that floor into being a step-down unit to the Cardiac Care Unit (CCU) and Cardiothoracic Unit (CTU), taking patients requiring inotropic drip support, Post PTCA/stent patients and post open heart patients. This Unit was also the first unit in Med/Surg to start 12-hour shifts and was the pilot floor for initiation of computerized documentation with Meditech. In 2006, Judy was ECMC's Nominee for Nurse of Distinction while transitioning to a Nurse Practitioner role in Cardiovascular Services. She has also worked in Renal Transplant as a Nurse Practitioner. Most recently, Judy served as Assistant Director of Nursing in Medical Surgical Nursing services.

Judy received her Bachelor of Science in Nursing from D'Youville College. She went on to receive her master's degree as a Family Nurse Practitioner from D'Youville College, obtaining Board certification. She also holds a Registered Nurse First Assistant from the University of Rochester. She holds certifications in Advanced Cardiac Life Support (ACLS), Advanced Trauma Life Support (ATLS) and Pediatric Advanced Life Support (PALS). She is currently pursuing her Doctor of Nursing Practice (DNP).

Karen Konikoff appointed Assistant VP Critical Care and Emergency Services

Karen Konikoff, RN, MSN, NP, has been appointed as the Assistant Vice President of Critical Care and Emergency Services. Karen began her career at ECMC 25 years ago working as a staff nurse in the Trauma Intensive Care Unit (TICU). She has held numerous positions in the Cardiac Care Unit (CCU) and Cardiothoracic Unit (CTU), with a total of 15 years of critical care experience. Karen's management roles have included Acting Quality Improvement (QI) Coordinator and Cardiothoracic Unit (CTU) Manager. She received her Family Nurse Practitioner (FNP) degree, transitioning into her role of Nurse Practitioner in the InstaCare Clinic, Cardiology Clinic, and most recently Surgical Services. Karen received her Bachelor of Science Degree and her master's degree as a Family Nurse Practitioner from D'Youville College. She is Board Certified with the American Nurses Credentialing Center (ANCC).

Maggie Nichols promoted to Assistant VP of Primary Care Development

Magdalena (Maggie) Nichols, MS, was promoted to Assistant Vice President of Primary Care Development. Maggie is now responsible for business development to continue to build relationships and clinical integration with primary care in the community. She is also part of ECMC's dynamic primary care team that will continue to develop ECMC's population health strategies. Maggie continues to be the lead/champion on the E-CARE4U Concierge Program as ECMC looks to develop and expand our employee health care needs and services. Maggie has been with ECMC since 2012 as program manager of primary care at Grider Family Health Center. Prior to her ECMC career, Maggie was the medical office manager at Sheehan Family Care Clinic. Maggie has a Bachelor of Science in Health Services Management; a Master of Science in Health Services Administration and is currently working on her Doctorate of Science in Healthcare Policy, all at D'Youville College.

Gerry D'Amaro appointed Administrative Director of Laboratory Services

ECMC is pleased to announce the recent appointment of **Gerald D'Amaro** as Administrative Director of Laboratory Services at the medical center. Now with over 35 years of lab experience, Gerry started his career at Lakeshore Hospital as a microbiologist and has held many administrative roles throughout his career. Most recently, he was the Administrative Laboratory Manager at Brooks Memorial Hospital in Dunkirk, NY, leading a staff of 40, while ensuring high quality laboratory services. He was also instrumental in consolidating the laboratory services for the Lake Erie Regional Health System of New York. Gerry earned a Bachelor of Science in biology with a minor in chemistry from D'Youville College.

Michelle Wienke appointed Chief Experience Officer for ECMC

Michelle Wienke, BSW LMHC-P has been promoted to the newly created position of Chief Experience Officer. Her work includes the global facilitation, management, and leadership of ECMC's continued transformation to a patient-centered care organization for excellence in patient and teammate experiences. Working with all department leaders, Michelle is helping to design, develop, and implement programs to improve the ECMC patient experience. These programs will drive accountability and lead to consistently positive experiences throughout the ECMC organization. As a former Patient Advocate, Michelle worked with nursing units throughout the hospital to train and coach Nursing Managers and to supervise the growth of patient advocates and patient advocate Intern roles. She also engaged with patients and families to discuss and resolve any areas of interpersonal concerns that needed to be addressed. She developed and managed systems and tools used throughout the hospital to facilitate positive patient, family and teammate experiences. Michelle holds a Master's Degree of Mental Health Counseling, a Bachelor's Degree of Social Work, and an Associate's Degree in Humanities and Social Sciences.

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

- (i) Audited Financial Report – Report at and for the year ended December 31, 2015 is included in this report**
- (ii) Grant and Subsidy programs - please see page 45 of Audited Financial Report “Schedule of Expenditures of Federal Awards”**
- (iii) Operating and Financial Risks**

The Erie County Medical Center Corporation (ECMCC or The Corporation) operates a 569 bed acute tertiary care facility providing inpatient, emergency, outpatient, primary care and specialty clinic services as well as a 390 bed residential health care facility located on Grider Street in the City of Buffalo as well as primary care and chemical dependency and alcohol rehabilitation clinics through the County. The Corporation services as the region’s only trauma center, burn center, comprehensive traumatic brain injury and spinal cord rehabilitation center, Comprehensive Psychiatric Emergency Program provider for acute psychiatric emergencies, Regional Center for Excellence for Transplantation and Kidney Care and the primary provider of HIV inpatient and outpatient specialty care. In addition, The Corporation serves as a primary teaching hospital for the State University of New York at Buffalo, School of Medicine and Biomedical Sciences. The Corporation is proud to serve as the safety net for the Western New York Region for persons in need who lack the ability to pay.

There are several risks inherent in operating an enterprise as complex and with as broad a spectrum of operations as ECMCC. Management continually evaluates the risks and implements policies and procedures to mitigate these risks to the extent possible. Management believes that the following risks are relevant to the reader:

- **Program Financial Operations Risk** is the risk associated with the provision of patient care at costs that are greater than reimbursement rates and formulae. Many factors influence this risk including; reimbursement rate reductions or increases at rates lower than expense increases, changes to Federal and State funding of Medicare, Medicaid and other governmental insurance programs, increases in the level of uninsured and underinsured patients not recognized through the Medicaid Disproportionate Share Payment program, increases to patient severity and medical technology cost not recognized in the reimbursement system and others. Management believes that it has adopted operating and budgetary controls to mitigate this risk.
- **Regulatory Compliance Risk** is the risk associated with compliance with numerous laws and regulations of Federal, State and Local governments. Compliance with these laws and regulations is subject to future review and interpretation as well as regulatory actions that are unknown or unasserted at this time. Management maintains a comprehensive compliance program and a robust internal audit function to identify any potential exposure in this regard so as to minimize the risk of this exposure to an acceptable level.
- **Insurance and Self Insurance Risk** is the risk that sufficient ECMCC resources are available to timely meet obligations as required for deductibles, co insurance amounts and

self insured retentions under its various insurance programs. The Corporation maintains an insurance program and annually benchmarks itself against similar organizations to determine adequacy of insurance coverage and self insurance obligations. In addition, The Corporation management at least annually reviews its funding policy for various self insured obligations with the Finance Committee of the Board and the investment policy for such funds with the Investment Committee of the Board. Management believes that its reserves are sufficient to meet its obligations.

- Market Risk is the risk that events in the marketplace have an adverse impact on the operations and financial position of ECMCC. Market risk is comprised of many factors including market share for various programs and services as well as the impact of market on the recruitment and retention of staff. Management routinely monitors these factors and adjusts operations accordingly in the event of any adverse change in these factors.

**(iv) Current Bond Ratings for Erie County
Guaranteed Senior Revenue Bonds, Series 2004**

Current KBRA LT Rating: AA+
Current Moody's LT Rating: A2
Current S&P LT Rating: AA

(v) Long Term Liabilities and Employee Benefit Plans

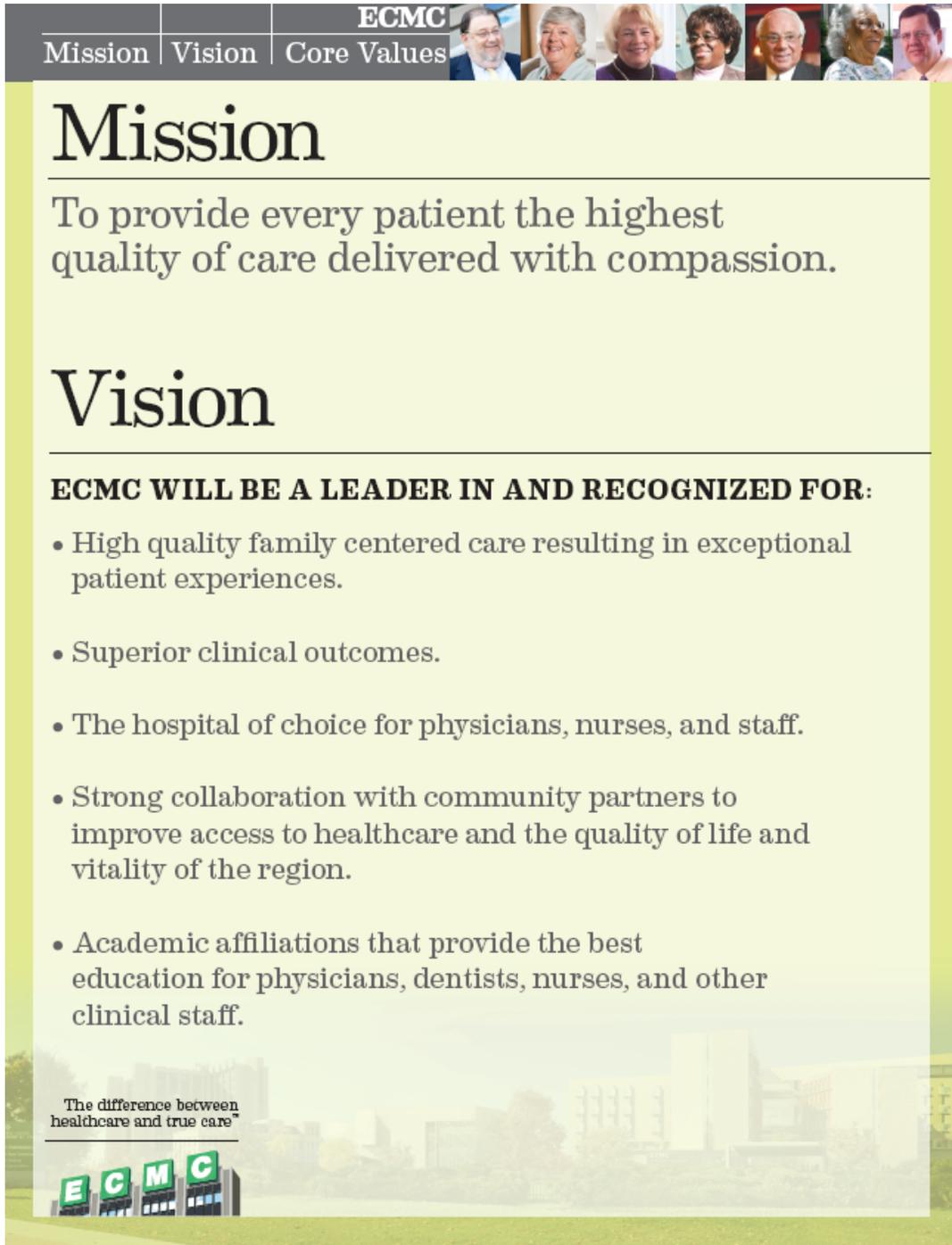
Long term liabilities, including those associated with employee benefit plans are presented in the Statement of Net Position on page 11 within the enclosed audited financial statements and on various pages through the notes to the financial statements as follows.

- The long term portion of long term debt at December 31, 2015 amounted to \$165.9 Million with relevant details discussed at Note 8 beginning on page 32 of the enclosed audited financial statements.
- The long term portion of the net pension liability at December 31, 2015 amounted to \$24.1 Million and is discussed in Note 9 beginning on page 34 of the enclosed audited financial statements.
- The long term portion of Self-insured obligations at December 31, 2015 amounted to \$172.7 Million and is comprised of the liability for other post employment benefits under GASB 45 (\$123.2 Million) and liabilities for medical malpractice and workers' compensation claims (\$49.5 Million). These liabilities are discussed in Note 10 beginning on page 37 and Note 13 beginning on page 40) of the enclosed audited financial statements.

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

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

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



The graphic features a header with the ECMC logo and a row of eight staff photos. Below this, the word "Mission" is written in a large serif font, followed by the text "To provide every patient the highest quality of care delivered with compassion." The word "Vision" is also in a large serif font, followed by the heading "ECMC WILL BE A LEADER IN AND RECOGNIZED FOR:" and a bulleted list of six points. At the bottom, there is a tagline "The difference between healthcare and true care™" and the ECMC logo.

Mission	Vision	ECMC Core Values
<h1>Mission</h1> <p>To provide every patient the highest quality of care delivered with compassion.</p> <h1>Vision</h1> <p>ECMC WILL BE A LEADER IN AND RECOGNIZED FOR:</p> <ul style="list-style-type: none">• 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. <p>The difference between healthcare and true care™</p> 		

		ECMC	
Mission	Vision	Core Values	

Core Values

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

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

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

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

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

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

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

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

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

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

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

The difference between healthcare and true care™



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

**Authority Performance Measurement Report
December 31, 2015**

Name of Public Authority: Erie County Medical Center Corporation

List of Performance Goals – 2015:

1. Achieve and maintain a high level of quality in all clinical services
2. Business performance – expand clinical growth, maintain profitability
3. Focus on “team” – patient experience, teammate and leadership engagement and development

**Authority Performance Measurement Report
December 31, 2015**

Name of Public Authority: Erie County Medical Center Corporation

List of Performance Results – 2015:

1. Achieve and maintain a high level of quality in all clinical services
 - Received Level 1 Trauma verification from American College of Surgeons with no deficiencies
 - Received recognition from DOH for reducing central line associated bloodstream infections going to zero in medical ICU
 - Received second best score in the region from CMS for hospital acquired conditions
 - Received Gold Plus award from American Heart Association for congestive heart failure
 - Received national study from AstraZeneca for head & neck cancer study – one of 150 in the country
 - Received national accreditation for Bariatrics
2. Business performance – expand clinical growth, maintain profitability
 - Added physicians in transplant, orthopedics, new hospitalist service, geriatrics, primary care and anesthesiology
 - Occupational and environmental health clinic
 - Russell J. Salvatore orthopedic unit
 - Opening of new surgical suites
 - 3.3% increase in inpatient discharges (18,378 vs. 17,789)
 - 7.5% increase in surgeries (14,364 vs. 13,360)
 - 1.3% increase in emergency room visits (67,296 vs. 66,418)
 - 3.4% increase in outpatient visits (305,737 vs. 295,676)

3. Focus on “team” – patient experience, teammate and leadership engagement and development
 - Implemented or continued many teammate and patient experience recognition programs including Outstanding Hero Award, Kudos Award, Together we Make a Difference, Nurse of Distinction Award, Delta Sigma Award, Western NY Outstanding Staff Nurse Award, Perfect Time & Attendance monthly awards, Jamestown Alumni Award, APIC Award and AACN
 - Implemented or continued many leadership development programs including leadership development training, team building sessions, monthly leadership meetings, employee development plans, patient experience monthly forums, clinical ladder, and MST career health fair

**Authority Performance Measurement Report
December 31, 2015**

Name of Public Authority: Erie County Medical Center Corporation

List of Performance Goals – 2016:

1. Achieve and maintain a high level of quality in all clinical services
 - Joint Commission re-accreditation
 - Continue improvement of quality metrics
 - Expand access to transplant services with focus on quality and reduced wait times
2. Business performance – expand clinical growth, maintain profitability
 - Develop, design and support new ER department
 - New Vascular/angiography suite
 - New UB Endocrinology Center
 - New Orthopaedic Clinic
3. Focus on Patient Experience
 - Management rounding
 - All patient experience scores to exceed 50th percentile
 - Expand patient advocate program in Behavioral Health
 - Hospital wide education and training to achieve service excellence
4. Focus on Collaboration/Care Redesign
 - Develop strategic initiatives with Kaleida to improve quality and lower costs
 - Develop community care coordination and population health through MCC
 - Continue to leverage MASH collaboration
 - New UB affiliation agreement to strengthen relationship

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

Erie County Guaranteed Senior Revenue Bonds, Series 2004

No bonds were issued, called, or re-financed during 2015.

\$2,710,000 of bonds matured or were redeemed in 2015.

\$84,790,000 of 2004 bonds remain outstanding at December 31, 2015.

Erie County Loan Payable

No debt was issued, called, or re-financed during 2015

\$4,817,370 in principle payments were made in 2015.

\$80,811,683 of debt is outstanding at December 31, 2015.

Key Government Finance Master Tax Exempt Lease/Purchase Agreement

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

\$76,226 in principle payments were made in 2015.

\$9,923,774 of debt is outstanding at December 31, 2015.

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

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

LAST NAME	FIRST NAME	MIDDLE INITIAL	TITLE	TOTAL COMPENSATION
Amsterdam	Daniel		Director Laboratory	186,610.04
Brzezowski	Donna		General Duty Nurse	100,057.27
Bystrak	Cathy		General Duty Nurse	105,107.61
Cleland	Richard		Chief Executive Officer ECMC	637,739.40
Darling-Krajcer	Mollyann		Charge Nurse	168,668.90
Dashkoff	Neil		Medical Specialist	122,308.16
DelGuidice	Natalie		Clinical Pharmacy Specialist	122,090.26

**ECMC Corporation Annual Report as required by New York Public
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Desai	Priyanka		Pharmacist ECMC	120,147.76
Forgensi	Stacey		Anesthetist	164,269.56
Furnari	Graziella		Clinical Pharmacy Specialist	120,849.10
Gallineau	Anne-Marie		Nursing Care Coordinator	108,203.79
Hauss	Lisa Marie		Unit Manager Medical Surgical	106,126.56
Hepburn	Jeremy		Unit Manager Medical Surgical	109,389.01
Hidalgo	Francisco		Code Compliance Manager	101,849.92
Hunley	Kizzie		Charge Nurse	101,810.25
Kolbert	Cynthia		Charge Nurse	100,503.24
Ksiazek	Susan		Dir Of Med Staff Quality Education	157,477.92
Longobardi	Theresa		In-Service Education Coordinator	103,592.38
Mazur	Christopher		Pharmacist ECMC	116,529.42
Meyers	Shannon		Anesthetist	164,421.25
Montesano	Susan		Nurse Case Manager	115,996.57
Panesar	Mandip		Chief Medical Information Officer RPT	156,161.71
Peals	Letrice		Charge Nurse	113,169.84
Quatroche Jr.	Thomas		Senior VP of Planning, Mktg Bus Dev	419,392.59
Ramaccia	Michael		Network Manager	106,799.67
Schwab	Linda		Trauma Program Manager	132,924.44
Scrocco	Mary Carol		Nurse Practitioner Cardiovascular Lab	118,720.00
Tabi Mensah	Harold		General Duty Nurse	126,338.15
Thornton	J D		Charge Nurse	110,575.68
Worthy	Cornell		Asst Supervising Maint. Mech. HVAC	104,943.77
Beauchamp	Sandra	A	Nurse Case Manager	104,102.80
Bliss	Mary	A	General Duty Nurse	104,072.56
Britz	Sharon	A	Unit Manager Behavioral Health	109,969.02
Brown	Dana	A	Anesthetist	186,497.20
Burget	Michael	A	Behavioral Health Clinical Manager	104,461.88
Carroll	Laurel	A	Behavioral Health Clinical Manager	106,966.99
Caruana	Joseph	A	Attending Physician	381,663.82
Childress	Shelley	A	Anesthetist	143,987.67
Daurelio	Deborah	A	Nursing Care Coordinator	120,460.05
Davis	Cassandra	A	Assistant VP Ambulatory Services	105,166.38
Desu	Nancy	A	Nurse Clinician Psychiatry	105,360.29
Gerwitz	Randy	A	Director Pharmacy	167,988.65
Green	Karen	A	Nursing Supervisor LTC	119,626.87
Grolemund	Stephanie	A	Anesthetist	143,104.04
Hartman	Sandra	A	Nursing Care Coordinator	113,945.50
Hastings	Lisa	A	Anesthetist	182,775.09
Hoerner	Audrey	A	Nurse Practitioner Burn Treatment	127,497.66
Keenan	Lisa	A	Chief Clinical Psychologist	102,545.54
Kiblin	Patricia	A	Unit Manager Medical/Surgical	121,918.64
Lezynski	Sharon	A	General Duty Nurse	113,282.09
Mailloux	Justine	A	General Duty Nurse	143,278.41
Maki	Shirley	A	General Duty Nurse	101,181.95
Mason	Molly	A	Anesthetist RPT	121,432.79

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Michaliszyn	Krystyna	A	Blood Bank Supervisor	106,290.98
Moran	Shelly	A	Nurse Case Manager	114,438.93
Murawski	Phyllis	A	VP Transplantation & Renal Care	159,807.28
Nawojski	Kari	A	General Duty Nurse	101,341.17
Neff	Melissa	A	Unit Manager Cardiac Cath Lab	161,540.30
Nicosia	Cheryl	A	Clinical Nurse Specialist Critical Care	125,370.33
Nola	Kathleen	A	Charge Nurse	101,383.80
Reed	Kristine	A	Nurse Clinician Renal	180,862.95
Rossitto	Rachael	A	Senior Dentist	240,326.83
Schwaneckamp	Karen	A	Anesthetist	187,129.18
Stroud	Kerry	A	Nursing Care Coordinator	120,338.46
Swain	Maureen	A	Charge Nurse	103,884.23
Syed	Masroor	A	Anesthesiologist ECMC MC	495,228.34
Szejnar	Michael	A	General Duty Nurse	103,715.85
Tait	Christopher	A	Nurse Case Manager	107,490.54
Tucker	Nancy	A	Asst VP Compensation Benefits	136,394.87
Weber	Barbara	A	Nursing Team Leader Radiology	157,803.12
Weiss	Katherine	A	Pharmacist ECMC	132,533.24
Ziemianski	Karen	A	Senior VP of Nursing	275,040.64
Boyer	Maria	A.	General Duty Nurse	104,860.65
Feidt	Leslie	A.	Chief Information Officer ECMC	211,077.74
Gerretsen	Carly	A.	Nurse Practitioner Plastics/Recons Surg	109,661.45
Fera	Robert	AJ	Charge Nurse	112,664.21
Cirillo	Joseph	B	Director Public Relations Communication	100,940.79
Johnson	Maureen	B	General Duty Nurse	127,285.32
Kossoff	Ellen	B	Pharmacist ECMC	113,534.18
Siskin	Stewart	B	Pharmacist ECMC	114,630.22
Thompson	Denise	B.	Behavioral Health Clinical Manager	102,922.87
Cassetta	David	C	Charge Nurse	135,631.13
Fisher	Paula	C	Assistant VP of BH Nursing	124,615.80
Korff	Kathryn	C	Junior Dentist	139,716.84
Norcia	Deborah	C	Pharmacist ECMC	117,178.77
Osmola	Joann	C	Senior Hematology Tech	166,554.93
Ott	Michael	C	Clinical Coord. Pharmacy Services	136,579.98
Stolarski	Shirley	C	Senior Pharmacist ECMC	134,061.09
Villacorta	Maria	C	Charge Nurse	100,884.98
Waterstram	Richard	C	Behavioral Health Clinical Manager	106,941.46
Bell	Shentelle	D	Charge Nurse	105,172.10
Brock	Carole	D	Anesthetist	187,215.20
Klenk	Scott	D	Anesthetist	182,508.80
Lawrence	Keishonta	D	Charge Nurse	102,104.27
Mitchell	Shawn	D	General Duty Nurse RPT	135,004.04
Picciano	Thomas	D	Nurse Case Manager	106,059.05
Potter	Christopher	D	Systems Administrator	111,825.87
Schurr	Karen	D	Clinical Asst to VP Surg Card Svcs.	111,405.32
Seay	Michelle	D	Clinical Patient Care Liaison	108,798.54

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Bailey	Steven	E	Nursing Supervisor LTC	111,451.85
Bethea	Marquita	E	Director of Admissions LTC	101,333.27
Carcaterro	Shawn	E	Nursing Team Leader LTC	114,083.19
Koenig	Christopher	E	VP of Post Acute Care	162,231.12
O'Hara	Kathleen	E	Consultant IV	185,417.10
Rogan	Ilona	E	Echocardiography Technician	100,234.29
Shea	Mary Molly	E	Unit Manager Transitional Care Unit	121,982.07
Sheppard	Judith	E	Minimum Data Set Director	116,421.00
Sperry	Howard	E	Clinical Director Medicine	285,290.53
Tague	Dana	E	Nurse Practitioner Rehab Services	142,477.44
Victor-Lazarus	Ann	E	VP Patient Advocacy	132,895.48
Ferguson	Richard	E.	Clinical Director RPT	315,751.38
Shisler	Tomi	E.	Nurse Practitioner Transplant	161,127.32
Cavaretta	Mark	F	Attending Physician	332,318.89
Colomaio	Rosemarie	F	Nurse Case Manager	108,134.15
Grzebinski	Jane	F	Pharmacist ECMC	126,681.70
Kajtoch	Susan	F	Nursing Team Leader LTC	125,157.47
Keppel	Franklin	F	Charge Nurse	112,665.91
Thorpe	Lisa	F	Supervisor of Rehab Medicine	100,693.81
Flynn	Douglas	G	AVP Fac. Construction Maint.	155,310.02
Gerard	David	G	Senior Pharmacist ECMC	150,075.58
Johnson	Jarrod	G	Senior VP of Operations ECMC	165,519.87
Pangallo	Christiane	G	Charge Nurse	100,776.54
Sheehan	James	G	Nurse Case Manager	106,546.91
Agro	Chanda	G.	Nurse Practitioner ECMC	102,569.36
Hearon	David	H	Charge Nurse	126,054.84
Steinhart	Lorne	H	Special Asst to CEO	116,124.33
Muenzner	Paul	H.	Director of Physician Contracting	142,977.44
Davis	Howard	I	Anesthesiologist ECMC MC	511,779.81
Shapiro	David	I	Anesthesiologist RPT MC	260,027.53
Anders	Mark	J	Medical Specialist	113,444.87
Billittier	Anthony	J	Assistant Medical Director ECMC	152,587.94
Colucci	Anthony	J	General Counsel RPT	451,736.36
DeLaPlante	Suzanne	J	Clinical Perfusionist	140,947.19
Diina	David	J	Nurse Practitioner Rehab Services	144,082.32
Fitzgerald	Barbara	J	Nursing In-Service Instructor ECMC	104,847.84
Giordano	Donald	J	Clinical Resource Nurse Emerg. Svcs.	106,107.73
Hill	Tara	J	Charge Nurse	200,750.60
Horesh	Fayelyn	J	Anesthetist	160,734.63
Jensen	Erik	J	Anesthesiologist ECMC MC	540,261.54
Kline	Timothy	J	Unit Manager Critical Care	105,600.96
Krawiec	Ronald	J	Senior VP of Operations ECMC	287,772.10
Lauter	Lori	J	Assistant Head Nurse	101,181.93
Lucas	Paul	J	General Duty Nurse	104,171.90
Ludlow	Charlene	J	VP of Safety & Security	176,025.07
Manning	Jeremy	J	Nursing Team Leader	130,473.46

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Pawenski	Edward	J	Director of Oncology Dentistry and Prost	109,183.03
Pilat	Cynthia	J	Charge Nurse	113,077.61
Rohrbacher	Bernhard	J	Medical Specialist RPT	100,348.66
Sacks	Andrew	J	Anesthesiologist RPT MC	253,820.78
Sammarco	Michael	J	Chief Financial Officer ECMC	225,309.49
Strek	Richard	J	Senior Hematology Tech	119,653.65
Tarbell	Ross	J	Senior Pharmacist ECMC	148,480.69
Turner	Charlaine	J	Charge Nurse	133,857.07
Zakrzewski	Thomas	J	Nursing Supervisor LTC	120,379.80
Flynn	William	J.	Clinical Director	214,385.98
Walters	Kimberly	J.	General Duty Nurse	111,343.01
Dhillon	Jaspreet	K	Attending Physician RPT	238,710.23
Liebel	Bruce	K	Reimbursement Director ECMC	109,298.09
Lymburner	Leslie	K	Controller	173,678.16
Walters	Dawn	K	VP Behavioral Health & Rehab Services	194,564.17
Weibel	Paula	K	Pharmacist ECMC	115,341.32
Abbey	Denise	L	Behavioral Health Clinical Manager	106,011.88
Brinker	Debra	L	Charge Nurse	101,842.49
Brinkworth	Jennifer	L	Charge Nurse	108,352.29
Burridge	Suzanne	L	Pharmacist ECMC	116,599.69
Cherkis	Jennifer	L	Transplant Coordinator	157,842.94
Cronkhite	Jennifer	L	Assistant Director Nursing Quality Care	115,140.02
Cudzilo	Deborah	L	VP Revenue Cycle	170,241.78
Daka	Thomas	L	Senior Stationary Engineer	105,267.06
Dipirro	Michele	L	Nursing Team Leader LTC	110,056.97
Dobson	Judy	L	VP Medical Surgical Nursing Services	151,992.70
Eckert	Patricia	L	Senior Ultrasonographer	104,586.14
Frustino	Jennifer	L	Junior Dentist	213,623.64
Hoffman	Mary	L	Senior VP of Operations ECMC	328,903.12
Honkomp	Cheryl	L	General Duty Nurse	100,268.56
Hughes	Robert	L	Nurse Case Manager	102,061.77
Lakso	Madonna	L	Charge Nurse	105,824.73
Lauer	Sandra	L	Director of Continuum Care	117,975.37
Nazzarett	Jody	L	Nursing Team Leader	107,818.40
Pulka	Ashley	L	Pharmacist ECMC	113,706.08
Schmidt	Cameron	L	Clinical Teacher	122,478.31
Skomra	Richard	L	Chief Anesthetist	244,248.22
Tornambe	Lynne	L	Pharmacist ECMC	119,256.11
York	Jamie	L	Assistant Head Nurse	104,493.58
Paolini	Karen	L.	Nurse Practitioner Transplant	178,088.36
Bartosiewicz	Christine	M	General Duty Nurse	111,900.11
Beckman	Karen	M	Clinical Nurse Specialist Emerg. Svcs.	130,306.21
Brown	Donna	M	Associate Hospital Administrator	116,390.60
Burt	Mary	M	Charge Nurse	111,516.27
Chizuk	Steven	M	Director of Budget ECMCC	114,601.13
Cieri	Margaret	M	Unit Manager Rehab Medicine	116,099.30

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Clark	Deborah	M	Asst Director Imaging Services	119,597.26
Coleman	Kathleen	M	General Duty Nurse	103,296.39
Cramer	Peggy	M	VP Trauma Emerg. Services	176,577.14
Culkin-Jacobia	Julianne	M	Chief Human Resources Officer	125,000.20
Denisco	Dawn	M	Anesthetist	104,646.81
DiCanio Clarke	Carla	M	Vice President HR Compliance	163,086.50
Dove	Theresa	M	Charge Nurse	109,803.94
Dvinova	Larisa	M	Charge Nurse	104,358.98
Erhardt	Robert	M	Chief Hospital Public Safety Officer	108,513.71
Ervolina	Daryl	M	Pharmacist ECMC	124,484.56
Fryling	Kathleen	M	Transplant Coordinator	103,209.75
Gary	Stephen	M	Chief Financial Officer ECMC	441,347.40
Gatti	Donna	M	Director CPEP	108,231.79
Gian	Kathleen	M	General Duty Nurse	119,292.92
Gompah	Santosh	M	Charge Nurse	101,162.39
Gonzalez	Susan	M	Executive Director ECMC Lifeline Foundation	139,551.60
Haseley	Nicole	M	Transplant Coordinator	103,619.36
Haynes	Judith	M	Unit Manager Medical/Surgical	109,904.08
Hunter	Dorathy	M	Charge Nurse	148,399.64
Kordasiewicz	Lynn	M	Nurse Practitioner Wound Care	117,443.49
Lavarnway	Nicole	M	Nursing Supervisor LTC	103,633.19
Lawley	Melinda	M	Unit Manager Critical Care	100,826.42
Lelonek	Susan	M	Charge Nurse	112,901.03
Leyh	Virginia	M	Transplant Coordinator	110,832.56
Makson	Theresa	M	Manager - Care Management	102,259.04
Malovich	Jeanne	M	In-Service Education Coordinator	103,268.59
Marczak	Juliet	M	Nurse Practitioner Plastics Recon. Surg.	108,273.40
Martin	Donna	M	Renal Services Support Nurse - Peritonea	128,923.12
Melvin	Sonja	M	Unit Manager Medical/Surgical	104,525.09
Mentecky	Donna	M	Senior Pharmacist ECMC	133,063.58
Mund	Nadine	M	Director of Corporate Compliance	107,560.37
Murray	Brian	M	Medical Director ECMC	456,112.40
Oddo	Donna	M	Unit Manager Emergency	136,153.59
Palczewski	Dolores	M	Chief Hematologist	112,064.94
Resetarits	Christopher	M	Anesthetist	160,405.92
Rojek	Janet	M	Pharmacist ECMC	125,788.57
Roland	Lynnette	M	Nursing Team Leader LTC	123,003.46
Schunke	Katrina	M	Pharmacist ECMC	123,248.94
Stegemann	Philip	M	Chief of Orthopedic Surgery	121,653.90
Wagner	Margot	M	Charge Nurse	102,736.55
Wainwright	Shannon	M	Charge Nurse	102,212.48
Whitehead	Lynn	M	Clinical Teacher	134,211.98
Zimpfer	Anne	M	Charge Nurse	169,910.49
Esposito	Danielle	M.	General Duty Nurse	156,337.97
Fagan	Lisa	M.	Transplant Coordinator	142,389.65
Kimori	Everesto	M.	Charge Nurse	128,691.82

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Kwaizer	Anna	M.	Anesthetist	183,181.50
Madoo	Kevin	M.	Director Plant Operations	108,731.24
Stercula	Edna	M.	Anesthetist	183,901.71
Mcdougall	Sarah	N	Pharmacist	116,718.40
Plotkin	Scott	N	Anesthesiologist ECMC MC	499,366.21
Cumbo	John	Nicholas	Director of Technical Services	152,387.81
Lehman	Leorosa	O	Asst Director Clinical Lab Pathology	133,073.39
Robinson	Constance	O	Nursing Supervisor LTC	117,390.80
Dolansky	Evan	P	Pharmacist ECMC	119,647.93
Labelle	Marc	P	Unit Manager Operating Room	106,948.53
Myers	David	P	Anesthesiologist ECMC MC	503,504.07
Rogers	Angeline	P	Nurse Case Manager	101,761.39
Sands	Robert	P	Anesthesiologist ECMC MC	511,779.80
Arnold	William	R	Nursing Informatics Mgr	112,271.85
Borton	Angela	R	Pharmacist	114,608.17
Farrell	Kristin	R	Nursing Team Leader	123,932.85
Loree	Thom	R	Clinical Director	720,980.57
Melson	Vanessa	R	Charge Nurse	102,164.59
Popat	Saurin	R	Attending Physician Con PT	431,898.81
Reynolds	Katrina	R	Charge Nurse	105,435.35
Steward	Kevin	R	Nursing Care Coordinator	116,220.87
Vail	Robert	R	Healthcare Information Security Officer	132,023.24
Floyd	Kaitlin	R.	Charge Nurse	103,451.79
Przespolewski	Eugene	R.	Senior Pharmacist ECMC	124,519.80
Ahmed	Mohamed	S	Medical Specialist PT	155,064.63
Burke	Mark	S	Attending Physician	615,363.60
DelPrince	Becky	S	VP of Systems and Integrated Care	149,384.20
Konikoff	Karen	S	Assistant VP of Critical Care & Emergency	141,160.13
Nasca	Maureen	S	Chief of Service Dentistry	373,840.69
Rogers	Nancy	S	Clinical Nurse Specialist Behavioral Health	103,313.73
Wilde	Colleen	S	Unit Manager Post Anesthesia Care	124,751.71
Gorzynski II	Thomas	S.	Information Technology Systems Architect	111,533.97
DePinto	Anthony	T	Administrator LTC	136,758.99
Grzybowski	Helen	T	In-Service Education Coordinator	100,156.59
Turner	James	T	VP Surgical Services	186,492.13
Santiago	Juan	T.	Asst VP of Operations	123,451.68
Moessinger	Lawrence	V	Director Info. System Development	136,574.12
Robertson	Reilly	V	General Duty Nurse	104,996.03
Everett	Charles	W	Anesthesiologist ECMC MC	511,779.80
Gunther	Mark	W	Assistant VP of BH & Community	125,315.79
Hunter	Thameena	Z	Nursing Care Coordinator	107,482.87
Hynes	Anne	Z	Nursing Supervisor LTC	113,423.69

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

<u>Project</u>	<u>Project Duration</u>	<u>Project Cost</u>
6th Floor, Zone 1 Medical/Surgical Inpatient Unit Renovations	July 2014 to February 2015	\$2.9 million
6th Floor North Renovations, Orthopaedic Inpatient Unit	August 2014 to March 2015	\$8.8 million
Nurse Call System Replacement Project	October 2014 to August 2015	\$1 million
Bariatric CT and Radiology Project	July 2015 to December 2015	\$4.3 million
Cardiac Cath Lab	Began July 2015	\$2.2 million
Orthopedic Clinic Renovations	Began July 2015	\$2.9 million
Security System Improvements	Began August 2015	\$1.3 million

I-7.) A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of ⁴ all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority ⁵ acquires or disposes of during such period. The report shall contain ⁶ the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period

- (i) The Corporation intends to transfer title of the property in Alden that was previously the Erie County Home to Erie County in 2016. This property has a net carrying value of \$3,355,745. The Corporation is also considering other transfers of property on Grider Street, none of which is certain.
- (ii) The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.
- (iii) No real property was disposed of in 2015.

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

Throughout 2015 management evaluated the internal control environment, the tone at the top of the Finance function as well as the structure and operation of controls related to the safeguarding of assets and the integrity of financial reporting and other matters. This evaluation included inquiry of various members of the Executive Leadership Team, the staff assigned to key functions within the Finance function and its various cycles, the staff assigned to key other areas involved in the internal control structure, including but not limited to; Human Resources, Information Technology and Supply Chain.

Management coordinated a process for the Audit Committee of the Board leading to the appointment of a qualified firm to perform internal audit services by the Audit Committee. The selected Internal Audit Firm has performed an enterprise wide risk assessment and developed an internal audit plan in response to that assessment that was adopted by the Audit Committee of the Board and is being executed. The results of this risk assessment, and the internal audit plan confirmed and is consistent with the assessment referenced above.

Collectively these assessments indicated that there were areas in which internal controls could be enhanced and a series of recommendations developed that are further discussed below. The improvement opportunities identified can be classified as operational improvements and not rise to the standard of a control deficiency, a significant deficiency or material weakness in internal controls as defined in generally accepted auditing standards. Any assessment and its recommendations and status of implementation of prior identified recommendations are shared with the Audit Committee of the Board.

The evaluation of the internal control structure and its effectiveness is ongoing as is the performance of internal audit activity, both of which are regularly reported to and monitored by The Audit Committee of the Board.

In addition to the above, the annual independent audit did not identify any control deficiency, significant deficiency or material weakness in internal controls.

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

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

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

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

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

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

Board of Directors Regular and Annual Meetings

Tuesday, January 27, 2015 (Annual Meeting)
Tuesday, February 24, 2015
Tuesday, March 31, 2015
Tuesday, April 28, 2015
Tuesday, May 26, 2015
Tuesday, June 30, 2015
Tuesday, July 28, 2015
Tuesday, August 25, 2015
Tuesday, September 29, 2015
Tuesday, October 20, 2015
Tuesday, November 17, 2015
Tuesday, December 15, 2015

- (iii) **Descriptions of major authority units, subsidiaries, and** – please see Section II-1
A description of the major units and subsidiaries is included in Note 1 of the audited financial statement beginning on Page 19 of that report

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

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

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

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

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

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

Separate PDF “ECMC Budget Plan 2016.”

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

The corporation is involved in several matters related to medical malpractice and workers’ compensation cases as discussed in Note 13 in the enclosed audited financial statements beginning on page 40. There are no other material matters pending litigation at this time.

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

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

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

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

PRIMARY CORPORATION: Public Benefit Corporation

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

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

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

ECMC Corporation Board of Directors

OFFICERS

Sharon L. Hanson
Chair

Jonathan A. Dandes
Vice Chair / Chair Elect

Kevin E. Cichocki, DC
Vice Chair

Kevin M. Hogan, Esq.
Vice Chair

Michael A. Seaman
Vice Chair

Douglas H. Baker
Secretary

Bishop Michael A. Badger
Treasurer

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

BOARD MEMBERS

Ronald P. Bennett, Esq.

Ronald A. Chapin

Darby Fishkin, C.P.A.

Kathleen Grimm, M.D.

Michael H. Hoffert

Anthony M. Iacono

James Lawicki

Thomas P. Malecki, C.P.A.

Frank B. Mesiah

Kevin Prantikoff, MD

ECMC Corporation Executive Administration

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

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

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

Jarrod Johnson, M.B. A.
Senior Vice President of Operations

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

Leslie Feidt
Chief Information Officer

Julia Culkin-Jacobia
Chief People Officer

Anthony J. Colucci, III
General Counsel

Donna M. Brown
Associate Hospital Administrator

Christopher E. Koenig, D.P.T., M.B.A., N.H.A.
Vice President of Post-Acute Care

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

Peter K. Cutler
Vice President, Communications and External Affairs

Al Hammonds
Executive Director, Millennium Collaborative Care

Susan M. Gonzalez
Executive Director, ECMC Foundation

ECMC Corporation Medical-Dental Staff Officers

Sam Cloud, D.O.
President

Katie Grimm, MD
President-Elect

Richard E. Hall, D.D.S., Ph.D., M.D.
Immediate Past President

William Flynn, M.D.
Treasurer

Michael Cummings, M.D.
Secretary

PPC Strategic Services LLC

OFFICERS

Thomas J. Quatroche Jr., Ph.D.

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

**ECMC Corporation Annual Report as required by New York Public
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Grider Community Gardens, LLC

OFFICERS

Thomas J. Quatroche Jr., Ph.D.

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

II-3.) Number of Employees of Each Subsidiary

Number of Employees in each Corporation:

ECMC Corporation	3,270
PPC Strategic Services, LLC	64
Grider Community Gardens, LLC	None
Preferred Physician Care, PC	40
Grider Support Services, LLC	38

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

Vendor Name	Contract Period		Payments	Purpose
CARDINAL HEALTH	5/1/2013	4/30/2016	\$13,007,712.48	Equipment & Supplies
MORRISON'S HEALTHCARE INC	3/1/2013	2/29/2020	\$9,537,707.83	Professional Services
LP CIMINELLI INC	Annual		\$9,150,560.43	Construction
CARDINAL VALUE LINK	6/1/2012	5/31/2017	\$9,076,614.13	Equipment & Supplies
UBMD PSYCHIATRY	Annual		\$9,007,221.88	Professional Services
THE RESEARCH FOUND	Annual		\$6,680,271.52	Professional Services
MCKESSON DRUG CO	Annual		\$5,487,561.99	Equipment & Supplies
UPSTATE NY TRANSPLANT	5/4/2010	1/21/2017	\$3,995,633.00	Professional Services
DEPUY ACE MEDICAL COMPANY	4/8/2013	4/7/2016	\$3,685,323.00	Equipment & Supplies
UB SURGEONS INC	10/1/2013	9/30/2016	\$3,556,598.86	Professional Services
EXIGENCE HOSPITALIST MEDICAL	3/1/2012	8/31/2015	\$3,408,887.64	Professional Services
SATURN RADIOLOGY PLLC	9/15/2009	9/14/2015	\$3,296,047.55	Professional Services
CARDINAL HEALTH MED PROD &	1/19/2013	1/18/2016	\$2,893,569.06	Equipment & Supplies
PRECISION INC/BIOMET ORTHO	Annual		\$2,589,556.07	Equipment & Supplies
ACADEMIC MEDICAL SVCS INC	1/1/2015	12/31/2017	\$2,579,548.63	Professional Services
SYNTHESE	Annual		\$2,547,747.16	Equipment & Supplies
GREAT LAKES MEDICAL IMAGING, LLC	9/1/2015	8/31/2018	\$2,425,183.83	Professional Services
ATLAS HEALTH CARE LINEN SERVICES	Annual		\$2,154,322.56	Equipment & Supplies
KALEIDA HEALTH	Annual		\$2,153,425.54	Professional Services
STRYKER ORTHOPAEDICS	5/25/2012	5/24/2015	\$2,130,976.75	Equipment & Supplies

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UB FAMILY MEDICINE INC	7/1/2013	6/30/2016	\$1,983,240.22	Professional Services
DEPT EMERGENCY MEDICINE	Annual		\$1,783,957.43	Professional Services
SIEMENS MEDICAL SOLUTIONS	5/24/2012	5/23/2017	\$1,783,627.26	Equipment & Supplies
GLOBUS MEDICAL INC	Annual		\$1,718,740.00	Equipment & Supplies
ROCHE DIAGNOSTIC CORP	11/19/2010	12/12/2017	\$1,609,246.35	Equipment & Supplies
VHA-UHC ALLIANCE NEWCO., INC.	11/1/2012	10/31/2016	\$1,546,716.26	Professional Services
COLUCCI AND GALLAHER PC	9/1/2015	8/31/2017	\$1,340,940.00	Professional Services
APOGEE MEDICAL MANAGEMENT	Annual		\$1,355,349.02	Professional Services
BUFFALO CARD & PULMONARY ASSOC PC	5/1/2013	4/30/2016	\$1,316,894.83	Professional Services
BUFFALO INTERNIST	Annual		\$1,189,621.35	Professional Services
PHILIPS MEDICAL SYSTEMS	1/1/2011	3/28/2016	\$1,141,964.13	Equipment & Supplies
LIMA USA INC	Annual		\$949,023.00	Equipment & Supplies
COVIDIEN	Annual		\$944,282.65	Equipment & Supplies
CTG HEALTH SOLUTIONS	Annual		\$925,462.02	Professional Services
NATIONAL GRID	Annual		\$924,883.39	Equipment & Supplies
STRYKER SPINE	Annual		\$915,252.22	Equipment & Supplies
MEDICAL INFORMATION TECHNOLOGIES IN	9/27/2007	9/26/2016	\$912,628.00	Technology
UNIV ORTHOPAEDIC SVC	12/1/2013	11/30/2016	\$860,182.88	Professional Services
PRODIGY SURGICAL/ARTHREX	Annual		\$859,425.35	Equipment & Supplies
I.K. SYSTEMS, INC.	Annual		\$854,346.19	Equipment & Supplies
ALLSCRIPTS-MISYS LLC	Annual		\$843,644.32	Equipment & Supplies
CREEKRIDGE CAPITAL	Annual		\$827,423.96	Leasing Services
THE MARTIN GROUP LLC	Annual		\$824,386.85	Equipment & Supplies
THE McGUIRE GROUP PHARMACY CORP	3/1/2011	2/28/2016	\$804,065.35	Equipment & Supplies
BUFFALO PAPER AND TWINE CO	Annual		\$791,815.68	Equipment & Supplies
FREED MAXICK CPAs PC	6/20/2011	6/19/2016	\$733,020.90	Professional Services
DELL MARKETING LP	Annual		\$726,972.54	Hardware
BIOCARE	Annual		\$708,818.78	Equipment & Supplies
SUTURE EXPRESS	Annual		\$693,940.90	Equipment & Supplies
MCKESSON	Annual		\$688,349.16	Equipment & Supplies
STERIS CORPORATION	5/1/2013	4/30/2016	\$683,853.68	Equipment & Supplies
FLEETWOOD LEASING, LLC	6/30/2014	6/29/2017	\$679,609.60	Software/Support
NUANCE	6/30/2014	Evergreen	\$658,755.54	Equipment & Supplies
FRESENIUS MED CARE NA	Annual		\$621,024.21	Equipment & Supplies
STRYKER ENDOSCOPY	10/30/2013	10/29/2015	\$590,024.88	Equipment & Supplies
SUPPLEMENTAL HEALTH CARE	Annual		\$586,747.85	Professional Services
APPLIED MANAGEMENT SYSTEMS, INC.	12/18/2014	12/17/2015	\$575,541.49	Professional Services
SUICIDE PREVENTION & SERENAGROUP, INC.	1/1/2015	12/31/2017	\$571,286.50	Professional Services
SERENAGROUP, INC.	3/1/2015	2/28/2020	\$567,499.10	Professional Services
HILL-ROM CO INC	Annual		\$556,369.12	Equipment & Supplies
UB FOUNDATION ACTIVITES	Annual		\$552,402.00	Professional Services
4628 GROUP, INC.	10/14/2013	2/28/2026	\$548,464.62	Equipment & Supplies
IMMCO DIAGNOSTICS INC	Annual		\$545,465.00	Professional Services
3M HEALTH INFORMATION	9/24/2008	9/23/2016	\$531,611.47	Software/Support
W L GORE & ASSOC INC	Annual		\$521,289.50	Equipment & Supplies
ZIMMER UPSTATE NY INC	2/11/2015	2/10/2020	\$521,126.99	Equipment & Supplies
HEWLETT-PACKARD COMPANY	6/30/2013	6/29/2017	\$498,157.34	Copiers & Printers

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STERICYCLE INC	10/25/2011	10/24/2016	\$495,884.45	Equipment & Supplies
NAVIN, HAFFTY & ASSOC	7/31/2013	7/30/2015	\$495,002.39	Professional Services
SCOTT DANAHY	Annual		\$494,641.50	Professional Services/Insurance
KIDENEY ARCHITECTS PC	11/23/2015	11/22/2017	\$488,792.79	Architecture
CHUBB & SON	Annual		\$452,730.00	Professional Services
PHILIPS MEDICAL SYSTEMS NA CO	5/1/2015	4/30/2020	\$450,525.73	Equipment & Supplies
ABBOTT LABORATORIES DIAGNOSTIC DIV	7/18/2008	7/17/2016	\$444,525.95	Equipment & Supplies
PATERSON, PAUL	Annual		\$438,000.00	Professional Services
LAB CORP OF AMERICA	8/12/2008	8/11/2016	\$437,410.83	Equipment & Supplies
STRYKER INSTRUMENTS	2/1/2014	4/30/2015	\$436,253.00	Equipment & Supplies
RANDSTAD PROFESSIONAL US, LP	Annual		\$419,509.00	Professional Services
ROACH, BROWN,	Annual		\$417,646.63	Professional Services
L&M GROUP LTD	Annual		\$412,018.49	Professional Services
KCI	Annual		\$409,931.70	Equipment & Supplies
WILLIAM BELLES PC	4/1/2011	3/31/2016	\$404,618.99	Professional Services
JOHNSON & JOHNSON HLTH CARE SYS INC	Annual		\$387,245.61	Equipment & Supplies
VERIZON SELECT SERVICES	Annual		\$382,653.89	Telecommunications
MERGE HEALTHCARE	7/10/2015	7/19/2016	\$380,134.23	Equipment & Supplies
CONMED LINVATEC	10/26/2012	10/25/2015	\$378,059.74	Equipment & Supplies
UB PATHOLOGISTS INC	12/1/2010	11/30/2015	\$359,578.07	Professional Services
ORLICK, ARTHUR	9/1/2012	8/31/2015	\$353,059.17	Professional Services
RICOTTA & VISCO	Annual		\$343,877.71	Professional Services
UNIV OPHTHALMOLOGY	Annual		\$329,213.04	Professional Services
RONCO SPECIALIZED SYSTEMS INC	Annual		\$320,880.05	Equipment & Supplies
SYNTHEX MAXILLOFACIAL	Annual		\$305,032.04	Equipment & Supplies
OFFICE MAX	Annual		\$303,219.48	Equipment & Supplies
ERIE NIAGARA NEUROSURGERY PLLC	Annual		\$297,153.22	Professional Services
KALEIDA HEALTH	Annual		\$289,632.98	Professional Services
UNIV OB/GYN INC	7/1/2013	6/30/2016	\$282,186.00	Professional Services
KARL STORZ ENDOSCOPY-AMERICA	8/31/2012	8/30/2015	\$281,298.57	Equipment & Supplies
OPTUM360 LLC	Annual		\$275,795.40	Professional Services
BAXTER BIOSCIENCE	Annual		\$274,861.16	Equipment & Supplies
COOK INC	Annual		\$271,363.95	Equipment & Supplies
BAYER CORPORATION	7/30/2015	12/18/2018	\$269,708.93	Equipment & Supplies
SECURE ENVIRONMENT SOLUTIONS, LLC	4/8/2013	4/7/2018	\$269,269.21	Professional Services
SYSTEMS MANAGEMENT PLANNING	10/14/2014	10/13/2017	\$263,847.73	Professional Services
MEDTRONIC SPINAL AND BIOLOGICS	4/1/2015	3/31/2020	\$262,611.00	Equipment & Supplies
INTEGRA LIFESCIENCES CORP	Annual		\$261,412.60	Equipment & Supplies
BARD PERIPHERAL VASCULAR INC	Annual		\$250,569.40	Equipment & Supplies
ALLOSOURCE	Annual		\$250,286.60	Equipment & Supplies
CDW GOVERNMENT INC	Annual		\$248,487.03	Equipment & Supplies
UNIV UROLOGY INC	1/1/2012	12/31/2015	\$248,356.09	Professional Services
METRO COMMUNICATIONS	Annual		\$247,963.00	Telecommunications

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DIVERSIFIED CLINICAL	Annual		\$246,267.96	Professional Services
PRESS GANEY ASSOCIATES INC	Annual		\$242,539.25	Professional Services
VIRTUAL RADIOLOGIC	8/8/2011	8/7/2016	\$239,386.00	Professional Services
UB ORAL	2/1/2012	1/31/2015	\$238,076.04	Professional Services
INTEGRATED ONCOLOGY	Annual		\$237,297.14	Professional Services
BAXTER HEALTHCARE CORP	Annual		\$235,002.88	Equipment & Supplies
FIBERTECH TECHNOLOGIES	Annual		\$230,705.00	Equipment & Supplies
PATTERSON DENTAL INC	Annual		\$229,613.11	Equipment & Supplies
DELAWARE SURGICAL GROUP PC	10/1/2014	9/30/2017	\$227,828.94	Professional Services
AQUA SCIENCES INC	Annual		\$222,567.24	Equipment & Supplies
SUPPORTIVE MEDICAL PARTNERS, PLLC	Annual		\$219,996.00	Professional Services
GUIDRY & EAST OF ARKANSAS LLC	Annual		\$219,753.44	Professional Services
CENTRAL RADIOPHARMACEUTICAL SVC	Annual		\$218,661.20	Professional Services
1285 GROUP, LLC	3/12/2013	4/11/2023	\$217,418.70	Equipment & Supplies
TORNIER INC	Annual		\$214,525.72	Equipment & Supplies
CORE BTS INC	Annual		\$213,127.30	Equipment & Supplies
ALLEGIANCE HEALTHCARE CORP	Annual		\$208,199.99	Equipment & Supplies
DCB ELEVATOR CO INC	1/1/2014	12/31/2018	\$200,730.74	Equipment & Supplies
SMITH & NEPHEW ENDOSCOPY	Annual		\$200,345.97	Equipment & Supplies
SNAPCAP	Annual		\$199,700.00	Professional Services
GREAT LAKES BUILDING SYSTEMS INC.	Annual		\$197,372.22	Equipment & Supplies
GE HEALTHCARE OEC	5/17/2015	5/16/2021	\$196,111.75	Equipment & Supplies
XEROX CORPORATION	3/12/2012	3/11/2017	\$195,116.04	Leasing Services
BUFFALO NEUROSURGERY GROUP	Annual		\$192,082.30	Professional Services
DRAGER MEDICAL	4/1/2012	3/31/2018	\$189,097.24	Equipment & Supplies
UBMD INTERNAL MEDICINE	1/1/2015	12/31/2017	\$187,740.34	Professional Services
PLS III	Annual		\$186,512.62	Professional Services
US POSTAL SERVICE	Annual		\$185,000.00	Postage
THE NATIONAL WITNESS PROJECT, INC.	4/1/2015	3/31/2016	\$178,795.00	Professional Services
MEDTRONIC INC NEUROLOGICAL DIV	2/11/2014	2/10/2017	\$177,583.00	Equipment & Supplies
BUFFALO HOSPITAL SUPPLY CO	Annual		\$176,976.37	Equipment & Supplies
NIAGARA FALLS MEMORIAL MED CENTER	8/18/2015	8/17/2018	\$175,841.26	Professional Services
MEDTRONIC MIDAS REX	4/2/2013	4/1/2016	\$175,382.67	Equipment & Supplies
THE ADVISORY BOARD COMPANY	6/30/2014	6/29/2017	\$175,149.50	Professional Services
SIEMENS MEDICAL	3/31/2015	3/30/2020	\$171,563.56	Equipment & Supplies
FISHER HEALTHCARE	Annual		\$169,728.90	Equipment & Supplies
ORGANOGENESIS	4/12/2011	4/11/2016	\$165,379.00	Equipment & Supplies
PASSPORT HEALTH COMMUNICATIONS	2/4/2013	2/3/2016	\$160,116.45	Equipment & Supplies
BUFFALO BILLS, LLC	5/29/2013	2/28/2018	\$160,000.00	Advertising
WNYHEALTHENET LLC	Annual		\$160,000.00	Professional Services
GERIATRIC ASSOCIATES LLP	Annual		\$159,999.92	Professional Services
BE WELL HEALTHCARE MEDICINE	Annual		\$158,914.25	Professional Services
PENTAX MEDICAL CO	10/1/2014	9/30/2017	\$157,530.69	Equipment & Supplies
U S SECURITY ASSOCIATES INC	Annual		\$157,100.10	Professional Services

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KRONOS	Annual		\$156,644.09	Software/Support
BOSTON SCIENTIFIC/MICROVASIVE DIV	Annual		\$155,326.58	Equipment & Supplies
ISKALO ASSET FUND II LLC	Annual		\$153,670.26	Leasing Services
OLYMPUS AMERICA INC	Annual		\$150,111.32	Equipment & Supplies
SIMPLEX GRINNELL	Annual		\$149,188.38	Repairs & Maintenance
SIEMENS INDUSTRY INC	3/31/2015	3/30/2020	\$149,148.82	Repairs & Maintenance
ECOLAB/MICROTEK MEDICAL	Annual		\$148,788.73	Equipment & Supplies
IKM INCORPORATED	Annual		\$144,961.95	Equipment & Supplies
SUMMIT HEALTH CARE	Annual		\$143,055.10	Professional Services
CATAPULT	Annual		\$138,190.00	Professional Services
CARESTREAM HEALTH INC	9/16/2015	9/15/2018	\$137,926.58	Equipment & Supplies
CAREFUSION	7/29/2013	7/28/2018	\$137,435.00	Equipment & Supplies
AMER EXPRESS CPS ECH	8/4/2015	8/3/2016	\$136,109.99	Equipment & Supplies
MCKESSON HBOC	Annual		\$135,784.09	Software/Support
MARK R JAJKOWSKI, MD, PLLC	Annual		\$135,181.71	Professional Services
ZOLL MEDICAL CORPORATION	Annual		\$133,898.61	Equipment & Supplies
LAKE PLAINS COMMUNITY CARE NETWORK	Annual		\$130,028.10	Professional Services
MINNTECH CORPORATION	Annual		\$129,033.48	Equipment & Supplies
EBERLE SCIANDRA	Annual		\$128,562.00	Professional Services
MONROE TRACTOR	Annual		\$128,362.59	Equipment & Supplies
UB FOUNDATION	Annual		\$127,960.68	Professional Services
SWISSLOG TRANSLOGIC	Annual		\$127,146.81	Equipment & Supplies
BOSTON SCIENTIFIC CORPORATION	Annual		\$126,632.32	Equipment & Supplies
SPECTRA LABORATORIES	Annual		\$126,609.04	Equipment & Supplies
MENTAL HEALTH ASSOCIATION	Annual		\$125,762.50	Professional Services
TRI-DELTA RESOURCES CORP	9/1/2014	8/31/2017	\$125,400.00	Software/Support
HEALTHCARESOURCE HR, INC	6/1/2012	5/31/2016	\$123,339.99	Professional Services
MCKESSON CAPITAL CORP	9/26/2008	9/25/2016	\$122,356.00	Software/Support
GENERAL PHYSICIAN SUB II, PLLC	Annual		\$122,250.00	Professional Services
M JOHNSON HEALTHCARE CONSULTING LLC	Annual		\$121,962.59	Professional Services
STERIS CORPORATION	5/1/2012	4/30/2015	\$121,886.99	Equipment & Supplies
AMER RED CROSS BLOOD SVCS	1/1/2011	12/31/2016	\$121,671.69	Blood Products
BARD ACCESS SYSTEMS	Annual		\$121,449.02	Equipment & Supplies
SYSTEMS PERSONNEL INC	7/2/2015	7/1/2016	\$120,450.07	Professional Services
BER-NATIONAL AUTOMATION INC	Annual		\$119,258.03	Equipment & Supplies
FOXY DELIVERY SERVICE INC	Annual		\$118,467.88	Delivery Services
WESTERN NEW YORK RURAL AREA HEALTH	Annual		\$117,587.62	Professional Services
FIRST DATABANK INC	Annual		\$117,436.00	Software/Support
THE CRIMSON INITIATIVE	Annual		\$116,785.00	Equipment & Supplies
HANYS SERVICES INC	Annual		\$116,359.00	Professional Services
BAXTER HEALTHCARE CORP	Annual		\$115,976.33	Equipment & Supplies
AIRGAS EAST	9/10/2012	7/31/2017	\$115,761.99	Equipment & Supplies
VERIZON WIRELESS	Annual		\$115,442.36	Telecommunications
HEALTHCARE ASSOC OF NYS	Annual		\$115,128.00	Professional Services
JOHNSON & JOHNSON HEALTH CARE SYS	Annual		\$114,353.02	Equipment & Supplies
GRIDER MEDICAL SERVICES	4/1/2011	12/31/2015	\$113,183.33	Professional Services

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Authorities Law – Sections 2800 and 3642**

TRI-ANIM HEALTH SERVICES INC	Annual		\$112,133.71	Equipment & Supplies
CONSORTIUM INFORMATION SERVICES INC	Annual		\$109,599.00	Professional Services
BARD/DAVOL	9/17/2012	12/31/2015	\$109,564.93	Equipment & Supplies
REHAB ULTRA CONSULTING, LLC	Annual		\$109,475.00	Professional Services
OTTR INC	9/22/2004	9/21/2016	\$108,645.92	Software/Support
LEVEL(3)	Annual		\$108,319.24	Telecommunications
SYSMEX	8/23/2010	8/1/2017	\$108,253.23	Equipment & Supplies
MICROSOFT	Annual		\$107,669.00	Hardware/Software
QIAGEN	Annual		\$107,400.00	Equipment & Supplies
LINSTAR INC	9/1/2015	8/31/2016	\$106,618.45	Equipment & Supplies
S & V ASSOCIATES LLC	1/22/1996	10/31/2022	\$106,122.23	Professional Services
INFO MGMNT SOLUTIONS INC	Annual		\$104,028.00	Professional Services
CRANWARE INC	Annual		\$103,261.00	Software/Support
VIVIAN L LINDFIELD MD PC	2/15/2012	11/30/2016	\$102,289.60	Professional Services
INSIGNIA HEALTH, LLC	Annual		\$102,081.25	Software/Support
KLS MARTIN L P	Annual		\$101,997.05	Professional Services
REVENUE CYCLE COMPASS	Annual		\$101,520.00	Professional Services
WNY INDEPENDENT LIVING	4/28/2012	4/30/2015	\$101,315.32	Professional Services

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

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

See I-2 above

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