I. CALL TO ORDER
Chair Sharon L. Hanson called the meeting to order at 4:30 p.m.

II. APPROVAL OF MINUTES OF JUNE 28, 2016 REGULAR MEETING OF THE BOARD OF DIRECTORS.
Moved by Jonathan Dandes and seconded by Bishop Michael Badger.
Motion approved unanimously

III. ACTION ITEMS
A. Resolution of the Board of Directors Approving the Appointment of a Chief Operating Officer
   Moved by Jonathan Dandes and seconded by Douglas Baker.
   Motion approved unanimously

B. Resolution of the Board of Directors Authorizing CCV Transaction
   Moved by Kevin Cichocki, D.C. and seconded by Douglas Baker
   Motion approved unanimously
C. **Approval of July 7, 2016 Medical/Dental Staff Appointments/Re-Appointments**
   Moved by Kevin Cichocki, D.C. and seconded by Jonathan Dandes.
   **Motion approved unanimously**

V. **BOARD COMMITTEE REPORTS**
   All reports except that of the Performance Improvement Committee are received and filed in the July 26, 2016 Board book.

VI. **REPORTS OF CORPORATION’S MANAGEMENT**
   A summary of the financial results through June 30, 2016 and a Quarterly Financial Statement and projected statement of Yearly Cash Flows are attached in the Board Book for review.

VII. **RECESS TO EXECUTIVE SESSION – MATTERS MADE CONFIDENTIAL BY LAW**
   Moved by Kevin Cichocki, D.C. and seconded by Bishop Michael Badger to enter into Executive Session at 4:35 P.M. to consider matters made confidential by law, including certain compliance-related matters, strategic investments, and business plans.
   **Motion approved unanimously**

VIII. **RECONVENE IN OPEN SESSION**
   Moved by Douglas Baker and seconded by Jonathan Dandes to reconvene in Open Session at 5:50 P.M. No action was taken by the Board in Executive Session.
   **Motion approved unanimously.**

IX. **ADJOURNMENT**
   Moved by Douglas Baker and seconded by Michael Hoffert to adjourn the Board of Directors meeting at 5:55 P.M.

   
   Douglas H. Baker  
   Corporation Secretary
Resolution Approving the Appointment
Of a Chief Operating Officer

Approved July 26, 2016

WHEREAS, the Corporation is authorized by section 3630 (21) of the New York Public Authorities Law to appoint such officers and employees as the Corporation may require for the performance of its duties and is further required by its By-Laws to reserve to the Corporation’s Board of Directors the authority to appoint a Chief Operating Officer of the Corporation; and

WHEREAS, over the past few months, a volunteer search committee appointed by the Corporation has completed a national search for qualified candidates to fill the position of Chief Operating Officer and has received and evaluated over seventy (70) applications from interested individuals; and

WHEREAS, candidates have been interviewed by search committee members, by individual members of the Corporation’s Board of Directors, by senior level executives of the Corporation, and by community leaders and other members of the Corporation’s family; and as a result of these and other evaluative steps, a candidate has been identified for consideration by the Corporation’s Board of Directors; and

WHEREAS, the Corporation and the proposed candidate prefer that the identity of the candidate remain confidential until an offer of employment has been made and accepted;

NOW, THEREFORE, in consideration of the premises, the Board of Directors resolves as follows:

1. The Corporation is authorized to appoint Candidate 1 as the Chief Operating Officer of the Corporation pursuant to the terms and conditions of a written employment agreement.

2. As soon as Candidate 1 has accepted the appointment, the phrase “Candidate 1” shall be stricken from this Resolution and the candidate’s name shall be added thereafter.

3. The Corporation’s Executive Compensation Committee shall determine the terms and conditions of employment of the incoming Chief Operating Officer, consistent with the By-Laws of the Corporation.

4. The Corporation’s Chief Executive Officer is authorized to conduct negotiation with the pending appointee to finalize the terms and conditions of an employment agreement, and thereafter, to execute that agreement on behalf of the Corporation following approval of the agreement by the Corporation’s General Counsel.

5. This resolution shall take effect immediately.

Douglas H. Baker
Corporation Secretary
WHEREAS, the Corporation is a member of Collaborative Care Ventures LLC and has participated through Collaborative Care Ventures LLC in the purchase and ownership of other businesses; and

WHEREAS, Collaborative Care Ventures LLC has proposed to purchase certain assets of Innovative Health Services of America, Inc. and to assume certain liabilities of that company all in relation to the operation of the urgent care business known as MASH Urgent Care and related clinical support services; and

WHEREAS, the Corporation’s Chief Executive Officer and General Counsel have been actively involved in the negotiations for this transaction, favor the transaction if favorable terms can be negotiated, and recommend granting authority to the Corporation to enter into the appropriate definitive agreements to accomplish the transaction;

NOW, THEREFORE, in consideration of the foregoing, the Board of Directors resolves as follows:

1. The Corporation is authorized to exercise its rights as a member of Collaborative Care Ventures LLC to enter into one or more definitive agreements for the purchase of certain assets and the assumption of certain liabilities of Innovative Health Services of America, Inc., relating to the ownership and operation of MASH Urgent Care and related clinical support services.

2. The Corporation is not authorized, at this time, to assume liabilities for Collaborative Care Ventures LLC or otherwise to become indebted as a result of the transaction or to become a guarantor of Collaborative Care Ventures LLC, unless and until the further approval by the Board of Directors.

3. The Corporation’s Chief Executive Officer is authorized to execute any necessary documents incidental to the foregoing after review and approval as to form by the Corporation’s General Counsel.

4. This resolution shall take effect immediately.

Douglas Baker
Corporation Secretary
CREDENTIALS COMMITTEE MEETING

Committee Members Present:
Yogesh Bakhai, MD, Chair  
Mark LiVecchi, DMD MD MBA  
Richard Hall, MD, DDS, PhD  
Brian Murray, MD, CMIO (ex-officio)  
Richard Skomra, CRNA  
Susan Ksiazek, RPh

Medical-Dental Staff Office and Administrative Members Present:
Tara Boone, Medical-Dental Staff Services Coordinator
Judith Fenski, Credentialing Specialist  
Kerry Lock, Credentialing Specialist  
Riley Reiford, Medical-Dental Staff Office Systems Coordinator

Committee Members Excused:
Erik Jensen, MD  
Jonathan Marshall, DO  
Mandip Panesar, MD

CALL TO ORDER
The meeting was called to order at 3:02 PM by Dr. Bakhai. The proceedings from the previous meeting of June 2, 2016 were reviewed as accepted by the Medical Executive Committee and Board of Directors.

ADMINISTRATIVE
The Credentials Committee was made aware of recent resignations, application withdrawals, leave requests or conclusions and presents the following names to the Executive Committee for information.

A. Deceased – none  
B. Applications Withdrawn – Clark, Colleen, NP  Internal Medicine  
C. Application Processing Cessation – none  
D. Automatic Processing Conclusion – (inactive applications > 180 days from date of signature) - none  
E. Resignations
   Kwaizer, Anna, CRNA  Anesthesiology  06/16/2016  
   Raczka, Michelle, MD  Anesthesiology  07/01/2016  
   Bruni, Cristina, PA-C  Emergency Medicine  08/01/2016  
   DeAngelis, John, MD  Emergency Medicine  07/01/2016  
   Perese, Kerime, FNP  Family Medicine  06/06/2016  
   Yates, Charles, MD  Family Medicine  06/16/2016  
   Asiedu, Stephen, MD  Internal Medicine/Hospitalist  06/27/2016  
   Banas, Anne, MD  Internal Medicine  06/01/2016  
   Calkins, Bethany, MD  Internal Medicine  06/11/2016  
   Denall, Kelly, ANP  Internal Medicine  06/01/2016  
   Farrell, Megan, MD  Internal Medicine  06/01/2016  
   Heyden, Amy, ANP  Internal Medicine  06/21/2016  

ERIE COUNTY MEDICAL CENTER CORPORATION  
MINUTES OF BOARD OF DIRECTORS REGULAR MEETING  
OF TUESDAY, JULY 26, 2016

5
Linder, Christine, FNP  
Internal Medicine  
06/07/2016

Riegel, Brian, MD  
Internal Medicine  
06/28/2016

Smith, Amelia, PA-C  
Internal Medicine/Hospitalist  
06/04/2016

Dolensek, Christian, DO  
Obstetrics and Gynecology  
07/01/2016

Swenson, Krista, MD  
Obstetrics and Gynecology  
06/10/2016

McCunn, Kara, MD  
Psychiatry  
06/07/2016

Stomboly, Janine, ANP  
Psychiatry  
07/06/2016

Switzer, Kyle, PA  
Psychiatry  
06/26/2016

Ohson, Aspan, MD  
Radiology/Teleradiology  
07/05/2016

Meilman, Jeffrey, MD  
Surgery  
06/27/2016

Wiles, John, MD  
Surgery  
07/15/2016

Bell-Thomson, John, MD  
Thoracic/Cardiovascular Surgery  
06/30/2016

Wittman-Klein, Sharon PA-C  
Thoracic/Cardiovascular Surgery  
06/30/2016

Swiantek, Philip, MD  
Urology  
06/04/2016

**FOR INFORMATION**

**CHANGE IN STAFF CATEGORY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Role/Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Medicine</td>
<td>Banifatemi, Reza MD</td>
<td>Active to Courtesy, Refer and Follow</td>
<td></td>
</tr>
<tr>
<td>Oral &amp; Maxillofacial Surgery</td>
<td>Boyd, Barry DDS, MD</td>
<td>Active to Courtesy, Refer and Follow</td>
<td></td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>Reidy, James MD</td>
<td>Active to Emeritus</td>
<td></td>
</tr>
</tbody>
</table>

**FOR INFORMATION**

**DEPARTMENT CHANGE or ADDITION**

None

**CHANGE OR ADDITION OF COLLABORATING/SUPERVISING ATTENDING**

**Family Medicine**

Arnet-June, Willa, ANP

*Collaborating Physician: from Charles Yates, MD to Steven Buslovich, MD*

**FOR INFORMATION**

**PRIVILEGE ADDITION/REVISION, recommended – comments as indicated**

**Internal Medicine**

Beintrexler, Heidi MD

- Ambulatory Care Privileges
  - *FPPE waived; location expansion only*

Okel, Hannah PA-C

*Supervising Physician: M. Achakzai MD*

- External Pacer Placement
- Internal Jugular Puncture
- NG Tube Insertion with Guide Wire
- Pneumothorax Management, including emergency needle
- Tracheostomy Tube Replacement
- Ventilator Management
- Gastric Lavage
- Assist with Cardioversion

*FPPE waived, as these were assessed as part of the focused ICU training (record on file and confirmed at 6/17/16 meeting of CMO, COS, Acting Hospitalist Program Director, and ICU Trainer)

FOR OVERALL ACTION

PRIVILEGE WITHDRAWAL

Emergency Medicine
Roland, Todd PA-C  withdrawing all ED privileges/department assignment

Plastic and Reconstructive Surgery
Marczak, Juliet, ANP
Privilege add at last re-appointment; no activity: throat/neck-biopsy of mass and laceration repair

Identified with FPPE follow up; not exercising these privileges

FOR INFORMATION

APPOINTMENT APPLICATIONS, recommended – comments as indicated

A. Initial Appointment Review (24)

Emergency Medicine
Caldwell, Jennifer, DO  Active
Franzek, Elizabeth, MD  Active
Gibson-Chambers, Jennifer, DO  Active
Jones, Taylor, PA-C  Allied Health Professional

Supervising Physician: Michael Manka, MD

Lin, Howard, MD  Active
Lynch, Derek, PA-C

Supervising Physician: Michael Manka, MD  Allied Health
Professional
O’Brien, Michael, MD  Active

Family Medicine
Nowell, Colleen, FNP  Allied Health Professional

Collaborating Physician: Stephen Evans, MD

Internal Medicine
Berchou, Kelly, MD  Courtesy, Refer & Follow

Internal Medicine – Hospitalist
Anwar, Sara, MD  Active
Ali, Mohamoud, MD  Active
Wilson Christian, MD*  Active
ERIE COUNTY MEDICAL CENTER CORPORATION

*Appointment endorsed by the Credentials Committee contingent on receipt of 3rd reference prior to July MEC meeting

**Oral & Maxillofacial Surgery**
Cronyn, Robert, DDS  
Nagai, Michael, MD  
Active

**Orthopaedic Surgery**
DiPaola, Matthew, MD  
Rassman, Jeffrey, PA-C  
Active  
Allied Health
Professional  
*Supervising Physician: Nicholas Violante, DO*

**Psychiatry**
Derhode, Lauren, DO  
Hanrahan, Laura, MD  
Active

**Radiology**
Ziembiec, Asha, MD  
Active

**Radiology/Teleradiology**
Bardini, John, MD  
Goni, Michelle, MD*  
Norton, Timothy, MD  
Welte, Frank, MD  
Active  
Active  
Active

*Denotes every 10th applicant quality control check*

**Surgery/Bariatric Surgery**
Wohaibi, Eyad, MD  
Active

FOR OVERALL ACTION

**Dual Appointments (0)**

**REAPPOINTMENT APPLICATIONS, recommended – comments as indicated**

**B. Reappointment Review (32)**

**Anesthesiology**
Ditonto, Elizabeth, MD  
Active

**Dentistry**
Miller, Raymond, DDS  
Active

**Emergency Medicine**
Brown, Susan, PA-C  
Allied Health
Professional  
*Supervising Physician: David Hughes, MD*

DeFazio, Christian, MD  
Ellis, David, MD  
Igoe, Gerald, MD  
McCormack, Robert, MD  
Active  
Active  
Active  
Active

**Family Medicine**
Ward, Jennifer, FNP  
Professional  
*Collaborating Physician: Stephen Evans, MD*

**Internal Medicine**
Beintrexler, Heidi, MD  
Claus, Jonathan, MD  
Active  
Active
Makdissi, Regina, MD  
**Laboratory Medicine**
Lehman, Leorosa, MD  
**Neurology**
Paroski, Margaret, MD  
**Oral & Maxillofacial**
Boyd, Barry, DDS, MD  
Sindoni Frank, DDS, MD  
Vukas, Steven, DMD, MD  
**Orthopaedic Surgery**
Cimorelli, Amanda, PA  
Professional  
*Supervising Physician: Robert Ablove, MD*
Mikulsky, James, PA-C  
Professional  
*First Assist-Supervising Physician: Mark Anders, MD*
Peterson, Andrew, PA  
Professional  
*Supervising Physician: Michael Rauh, MD*
**Pathology**
Frisch, Nora, MD  
Liu, Weiguo, MD  
Mojica, Wilfrido, MD  
Ondracek, Theodore, MD  
Paterson, Joyce, MD  
**Psychiatry & Behavioral Medicine**
Hernandez, Sergio, MD  
Pidor, Haidee, MD  
Romero, Ricardo, MD  
**Radiology**
Turaif, Najat, MBBS  
**Surgery**
Blochle, Raphael, MD  
Dominguez, Ivan, MD  
Leary, Daniel, MD  
Lukan, James, MD

**FOR OVERALL ACTION**

**Dual Reappointments (0)**

**PROVISIONAL APPOINTMENT REVIEW, recommended**
The following members of the Provisional Staff from the previous year period are presented for movement to the Permanent Staff on the date indicated.

<table>
<thead>
<tr>
<th>July 2016 Provisional to Permanent Staff</th>
<th>Provisional Period Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emergency Medicine</strong></td>
<td></td>
</tr>
<tr>
<td>Cianfrini, Dominic, PA-C</td>
<td>Allied Health Professional</td>
</tr>
</tbody>
</table>
**ERIE COUNTY MEDICAL CENTER CORPORATION**

Lema, Penelope, MD  
**Family Medicine**  
Kieliszek, Karen, NP  
**Internal Medicine**  
Anand, Edwin, MD  
Yacoub, Rabi, MD  
**Orthopaedic Surgery**  
Paolini, Michael, PA-C  
**Pathology**  
Zhu, Hui, MD  
**Psychiatry**  
Mashinic, Elisabeth, MD  
**Surgery**  
Kayler, Liise, MD

Active Staff  
Allied Health Professional  
Active Staff  
Active Staff  
Allied Health Professional  
Active Staff  
Active Staff

The future September 2016 Provisional to Permanent Staff list will be compiled for Chief of Service review and endorsement.

**FOR OVERALL ACTION**

<table>
<thead>
<tr>
<th><strong>AUTOMATIC CONCLUSION, Reappointment Expiration, FIRST NOTICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal Medicine</strong></td>
</tr>
<tr>
<td>Zizzi, Joseph, MD</td>
</tr>
</tbody>
</table>

Active Staff  
Reappointment Expiration Date: September 30, 2016

<table>
<thead>
<tr>
<th><strong>AUTOMATIC CONCLUSION, Reappointment Expiration, SECOND NOTICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surgery</strong></td>
</tr>
<tr>
<td>Collure, Don, MD</td>
</tr>
</tbody>
</table>

Courtesy, Refer & Follow  
Reappointment Expiration Date: August 31, 2016

<table>
<thead>
<tr>
<th><strong>AUTOMATIC CONCLUSION- Reappointment Expiration, FINAL NOTICE</strong></th>
</tr>
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<tbody>
<tr>
<td>None</td>
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</table>

**FOR INFORMATION**

**OLD BUSINESS**

**OFFICE OPERATIONS**

On-going quality control checks in the Medical-Dental Staff Office have identified recurrent challenges with the credentialing software flagging expireables. This is a risk for regulatory and accreditation compliance. ECMC and KH continue to work with the software vendor to identify the root cause and remediate. Until that occurs, the ECMC Medical-Dental Staff Office is running concurrent automated and manual processes to make every attempt to verify licenses and DEA renewals PRIOR to the expiration date.

**JC Survey Readiness**

Survey is anticipated this month. Committee members were informed of the tentative day/time/location of the Credentials review during survey week.
QC Checks – contract compliance
QC monitoring of the credentialing agreement with vRad is ongoing (see designation under Initial Appointments). Full compliance continues to be noted.

Annual Livanta (PKA IPRO) Audit
Data submitted and received; no further data requested to date.

Delegated Credentialing
S. Ksiazek updated the committee on the interdisciplinary collaboration to negotiate the terms of the proposed Fidelis agreement renewal.

Maintenance of Certification (MOC) for FM, IM, Pathology, Psychiatry and Radiology
The committee re-visited the impact that yearly MOC dates have on the reminders issued by the Medical-Dental Staff Office regarding board certification expiration. Given the constraints of the current system, the plan is to remove MOCs from expireable flagging, and alert those practitioners affected to ensure they establish an alternative mechanism to ensure board certification does not lapse.

Temporary Privileges
Refer to the attached tracker of Urgent and Temporary Privilege issuance and expiration.

FOR OVERALL ACTION

NEW BUSINESS
Agreement with the VAMC
S. Ksiazek shared with the committee a meeting to which the Medical-Dental Staff Office has been invited regarding a potential collaboration with VAMC to provide clinical care to patients within their system. If this moves forward, there may be potential implications for our credentialing office. The committee will be provided further information at the August meeting.

Forms

1. The committee endorsed to amend the self disclosure questions on Initial Appointment Application to that on the Re-Appointment Application, thus completing the harmonization with Kaleida Health.

2. The Wound Care Center has indicated the intent to utilize the services of a Nurse Practitioner for patient care. In anticipation of this, the Medical-Dental Staff Office has taken a proactive approach to bring together key stakeholders to propose delineated privileges to be added to the Surgery NP and PA forms. The progress made thus far suggests that these updates be incorporated into the physician and podiatrist wound care sections as well. A final draft will be presented to the Credentials Committee at the August meeting.

3. There has been renewed interest expressed by the Internal Medicine Chief of Service in the concept of a harmonized Nurse Practitioner/Physician Assistant privilege form. The last draft
(2014) of this conceptual form was forwarded to the COS for review. It was noted for the committee that the KH Credentials Committee deliberated on this matter in 2015 and determined that it was impractical to have a combined NP/PA form. Once a draft is ready for review, the Credentials Committee and the chiefs of service will determine if a combined form should be the model at ECMC.

4. The “suggested” case volumes were previously removed from the physician privilege forms based on the consensus of the Credentials Committee that they provided limited utility and could be a source for confusion. The same has been identified for the Nurse Practitioner and Physician Assistant forms. The Medical-Dental Staff Office is in the process of removing the suggested volumes from these forms as well. In doing so, the need to revise and update these forms is strongly evident. The committee agreed that the Medical-Dental Staff Office prepare drafts of revisions of the current forms minus the suggested volumes and any privilege delineations in need of immediate removal. More in-depth form revision is to await the decision of whether ECMC moves forward with a combined Nurse Practitioner/Physician Assistant Form.

5. A question has been raised as to whether Atherectomy should be listed as a separate delineated privilege on the Radiology and Surgery forms. The Medical-Dental Staff Office suggests that this presents an opportunity to revise the Surgery Privilege Form and implement a modular form for the division of Vascular Surgery, both of which in harmonization with KH under GLH. These suggestions have been referred to the Chief of Service for evaluation.

FOR OVERALL ACTION

OPEN ISSUES

OBGyn: re-assignment of collaborating MD; COS to cover until finalized
Naming of new COS for Ophthalmology; in process
Have received primary source verification new appointee achieving CRNA; item closed
Recent dental appointee – no DEA yet; COS continues to cover as documented at initial appointment
Psychiatry MD – expired ICC remediated with the assistance of the Chief of Service; item closed

FOR INFORMATION

OTHER BUSINESS

FPPE-OPPE Report (included in the consent calendar of the Medical-Executive Committee)

FPPE (Focused Professional Practice Evaluation) (28)
Anesthesiology (1MD)
Dentistry (1 DDS, 2 DDSs completed Residency at UB)
Family Medicine (1 MD and 2 NPs 1 MD completed Residency at UB)
Internal Medicine (6 MDs, 2 NP’s, 1 PA-C)
Psychiatry (3 MDs, 1 NP)
Radiology (2 MD’s FPPE offsite teleradiologist, 2 MD’s completed Residency at UB, 3 PA-C’s)
The committee was updated on open FPPEs extended per the Chief of Service assessment, and as defined in policy due to either performance or volume.

**OPPE (Ongoing Professional Practice Evaluation)**

Report from the Patient Safety Office – departments completed since the last report:
- Internal Med - 135
- Family Med - 33
- Neurosurgery - 14
- Ortho - 54
- Plastics - 11
- Psych - 51
- Surgery - 33
- Urology - 10
- Chiropractic - 12
- Dentistry - 12

FOR INFORMATION

**ADJOURNMENT**

With no other business, a motion to adjourn was received and carried at 3:49 PM.

Respectfully submitted,

Yogesh Bakhai, MD
Chairman, Credentials Committee

Att.