I. CALL TO ORDER
There being a quorum present, Board Chair Sharon L. Hanson called the Annual Meeting to order at 4:30 p.m.

II. APPROVAL OF MINUTES OF JANUARY 26, 2016 ANNUAL MEETING OF THE BOARD OF DIRECTORS
Moved by Michel Seaman and seconded by Thomas Malecki to approve the minutes of the January 26, 2016 Board of Directors Annual Meeting.

III. ACTION ITEMS:

Appointment of Officers of the Corporation
Moved by Darby Fishkin and seconded by Michael Hoffert
Motion approved unanimously.
IV. REMARKS BY THE PRESIDENT & CHIEF EXECUTIVE OFFICER

President and Chief Executive Officer presented a summary of ECMCC’s 2016 accomplishments and comments, as follows:

2016 was a very busy year and 2017 is shaping up to be just as busy and possibly busier. Some key statistics:

- 22.5% increase in discharges
- 21.8% increase in surgeries
- 20% increase in ED visits
- Outpatient visits up by 20%
- Length of stay dropped significantly
- Patient Experience scores increased significantly

Quality

Accreditations and Surveys
- Received Joint Commission Accreditation through September 2019
- 21 surveys successfully completed by various regulatory agencies
- Joint Commission Detox Program Survey
- 2016 – Women’s Choice Award: Best Hospital for Patient Safety
- Received Leapfrog score “B”
- Terrace View Star Rating: received 3 Stars
- CMS Patient Experience: 3 Stars (1 of 2 only hospitals in WNY)
- UNOS living donor program reactivated

Patient, Family & Caregiver Experience

- Received a CMS Patient Experience score of three stars (one of only two hospitals in the region to receive a three-star rating)
- ECMC built a hospital wide Patient Experience program to help support caregivers; and held several recognition events
- Morrison’s have made improvements in food quality, scores have improved.

Culture

- Employee annual turnover rates reduced from 12% percent to 6 percent
- Annual Fund has grown steadily
  - 2017 Campaign Total $215,864
  - 2016 Campaign Total $137,413
  - Number of gifts 1109 (335 in 2016)
- Implementation of employee focused return to work program which has been very successful
- Candidates on waiting list for specialized nursing positions
- Perfect attendance program expanded
Personalized thank you notes sent out by CEO and the entire Executive Team
439 nurses had perfect attendance during summer surge

Community Services
ECMC participated in several community services:
- Community Stroke Awareness Program
- Juneteenth (SANE, HR, rehab, stroke, mammography coach)
- Trauma training
- Patient Safe Handling Vendor Fair
- Internal Events
- Town Hall meetings and Rounding
- “Teambuilding” sessions
- Leadership and Patient Experience Training for employees at Terrace View
- Respect in the Workplace training
- Diversity and professional conduct training

Employee Events
- Bison’s Game
- Subaru 5K Run
- 9 and Dine Golf Event – August 9
- ECMC night at Holland Speedway
- Buffalo Bills games and Billieve Events
- Trauma/First Responder’s
- Fashion Show

Operations
MWBE goal exceeded
Adjusted LOS all time low
Orthopedic Center opened on April 7th
16th surgical suite opened this year
Food Service – scores improved
Physicians Recruited:
- 2 Orthopedic
- 1 Bariatric
- 3 Cardiologist
- Hospitalist
- Neurosurgeon
ALC patient volume is reduced by 75 percent
1010 and 1285 Main consolidation completed
Seamless integration of HEALTHeLINK within our Meditech inpatient record
MASH transaction completed
TCU closed
Terrace View Discharge Planner Initiative
Cardiology Clinic opened
Emergency Room CON filed, Capital Campaign going very well; have raised nearly $1 million
2017 Initiatives

Quality
- Continue advancement in care transition and LOS initiatives
- Reduce readmission rates
- Partnership for Patients initiative
- Great Lakes Health Integration
  - Alignment of Quality Metrics
  - Alignment of Physician Contracting
- Improve Physician Documentation
  - 100 percent physician documentation by electronic means
  - Extend use of Dragon
  - Increase Physician use of Cortext to improve physician communication
- Ambulatory and Primary Care
  - Improve access to quality of ambulatory care at ECMC
  - Oversee reporting of MACRA/MIPS
  - Meet regularly with Medical Director of DSRIP/Millennium and help coordinate hospital related DSRIP project
- Patient Experience
  - Continue advancement in Patient Experience
  - Hardwiring with accountable measurement for each area
  - Front lobby redesign
  - Patient Experience Training

Culture
- Cultural Sensitivity Training
- Leadership Development and Training Programs
- Civil Service independence from the County
- HRIS Implementation
- Continue to enhance ECMC family member recognition
- Cultural Awareness Survey
- Improving candidate access
- Wellness program

Operations
- ED Project Funding from NYS: The centerpiece of ECMC’s state budget agenda is to secure state funding for the impending ED project
- ECMC Branding: Continue successful branding of ECMC through broadcast, radio and social media applications
- Internal Communications/Marketing: Support COO led Patient Experience initiative with comprehensive internal marketing communications effort
- Clinical service line support: Continue support of ECMC’s diverse clinical service lines through multi-media internal and external effort
ERIE COUNTY MEDICAL CENTER CORPORATION

- Develop comprehensive parking plan for the campus
- Implement GLH Oncology Service line strategy
- Implement Dental Expansion Clinic at BGMC
- Integrate Supportive/Palliative Care service line services to include oncology, nursing, terrace view and BGMC
- Relocate Northern Erie Behavioral Medicine Clinic
- Grow Terrace View subacute volume and grow occupancy
- Complete CPEP renovation
- Complete a financing transaction for new ED and other capital requirements
- Achieve 2017 operating and capital budget goals
- Develop a strategy for 2018 renewal of Local Commercial payer contracts
- Complete back office integration strategy for supply chain functions
- Complete UB/Kaleida/ECMCC Affiliation Agreement

Sharon L. Hanson thanked the leadership team, doctors, nurses, and the entire ECMC Board of Directors for another successful year.

V. ADJOURN

Moved by Bishop Michael Badger seconded by Michael Seaman to adjourn the Board of Directors annual meeting at 5:20 p.m.

Douglas H. Baker
Corporation Secretary
WHEREAS, the Board of Directors of the Corporation is designated by law as the governing body of the Corporation and has the authority to appoint officers of the Corporation as it deems necessary in order to fulfill its purposes; and

WHEREAS, the Corporation annually appoints or re-appoints certain officers of the Corporation’s governing body in accordance with its by-laws and practices;

NOW, THEREFORE, the Corporation resolves as follows:

1. The Corporation’s officers shall be:

<table>
<thead>
<tr>
<th>Officer Position</th>
<th>Appointment</th>
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</thead>
<tbody>
<tr>
<td>Chair, Board of Directors</td>
<td>Sharon Hanson</td>
</tr>
<tr>
<td>Vice Chair, Chair-Elect</td>
<td>Jonathan Dandes</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Michael Seaman</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Kevin Cichocki</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Kevin Hogan</td>
</tr>
<tr>
<td>Secretary</td>
<td>Douglas Baker</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Bishop Michael Badger</td>
</tr>
</tbody>
</table>

2. This resolution shall take effect immediately.

Douglas Baker
Corporation Secretary