

ERIE COUNTY MEDICAL CENTER CORPORATION

BOARD OF DIRECTORS  
MINUTES OF THE ANNUAL MEETING  
JANUARY 31, 2017  
ECMCC STAFF DINING ROOM

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Voting Board Members Present or Attending by Conference Telephone:	Bishop Michael A. Badger Douglas H. Baker Ronald Bennett Ronald A. Chapin Kevin E. Cichocki, D.C. Jonathan Dandes Darby Fishkin	Kathleen Grimm, M.D. Sharon L. Hanson Michael Hoffert Anthony Iacono Thomas P. Malecki, CPA Frank Mesiah Michael A. Seaman
Voting Board Member Excused:	Kevin M. Hogan, Esq.	
Non-Voting Board Representatives Present:	James Lawicki Kevin Pranicoff, MD	Thomas J. Quatroche
Also Present:	Donna Brown Anthony Colucci, III, Esq. Janique Curry Peter Cutler Andrew Davis Leslie Feidt Stephen Gary Susan Gonzalez	Julia Culkin-Jacobia Jarrod Johnson Susan Ksiazek Charlene Ludlow Brian Murray, M.D. Lorne Steinhart James Turner Karen Ziemianski

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**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.**

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**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

## ERIE COUNTY MEDICAL CENTER CORPORATION

- 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 Billie Events
  - Trauma/First Responder’s
  - Fashion Show

### Operations

- MWBE goal exceeded
- Adjusted LOS all time low
- Orthopedic Center opened on April 7<sup>th</sup>
- 16<sup>th</sup> 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

## ERIE COUNTY MEDICAL CENTER CORPORATION

### 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

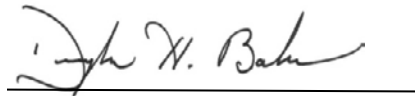
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- Develop comprehensive parking plan for the campus
- Implement GLH Oncology Service line strategy
- Implement Dental Expansion Clinic at BGMC
- Integrate Supportive/Palliative Care service line services to include oncology, nursing, terrace view and 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.



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Douglas H. Baker  
Corporation Secretary

ERIE COUNTY MEDICAL CENTER CORPORATION

**Resolution**  
**Appointing Officers of the Corporation**

Approved January 31, 2017

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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:

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

2. This resolution shall take effect immediately.



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Douglas Baker  
Corporation Secretary