

ERIE COUNTY MEDICAL CENTER CORPORATION  
APRIL 24, 2018 MEETING MINUTES  
OF THE BOARD OF DIRECTORS REGULAR MEETING

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Present: Bishop Michael Badger, Ronald Bennett, Ronald A. Chapin, Jonathan Dandes, Darby Fishkin, Kathleen Grimm, MD, Sharon Hanson, Michael Hoffert, James Lawicki, Thomas Malecki, CPA, Christopher O'Brien, Jennifer Persico, Eugino Russi, Michael Seaman, William Pauly, Scott Bylewski, Thomas J. Quatroche

Excused: Frank Mesiah

Also

Present: Donna Brown, Anthony Colucci, III, Esq., Peter Cutler, Andrew Davis, Stephen Gary, Melissa Gagne, Charlene Ludlow, James Turner, Karen Ziemianski, Richard Embden, Susan Gonzalez, Keith Lukasik, Katie Panzarella, Al Hammonds

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- I. Call to Order: Jonathan Dandes called the meeting to order at 4:35 p.m.
- II. Minutes: Moved by Michael Hoffert and seconded by Ronald Chapin, the Board of Directors unanimously approved the minutes of the March 27, 2018 meeting.
- III. Presentation: DSRIP Annual Budget  
Katie Panzarella, MCC Finance Director

Katie Panzarella, MCC Finance Director, provided an overview of the DSRIP year 4 budget and a review of the approval process.

- \$144.7 million out of \$243 million (60%) of revenue budgeted for program which is considered low risk.
- Excludes all pay-for-performance opportunities.
- All revenue is subject to CMS Clawback/Statewide Penalty
- Shifting away from activity driven low risk revenue and moving towards more pay for performance or outcome base revenues.

IV. Action Items

- A) Resolution Approving Annual DSRIP Budget  
Moved by Michael Seaman and seconded by Thomas Malecki  
**Motion approved unanimously**

- B) Resolution Designating the Naming of Certain Spaces and Structures  
Moved by Sharon L. Hanson and seconded by Michael Hoffert  
**Motion approved unanimously**
- C) Approval of April 5, 2018 Medical/Dental Staff Appointments/Re-Appointments  
Moved by Michael Hoffert and seconded by Michael Seaman  
**Motion approved unanimously**

## V. **Reports of Corporation's Management**

### **Chief Executive Officer**

Dr. Quatroche welcomed Keith Lukaski, Chief Strategy Officer, and Richard Embden, Interim Chief Information Officer.

#### Quality:

- Received ASC Trauma Level 1 Accreditation.
- Received Leapfrog Score – “B”
- Bariatrics – Women’s Choice Award.
- Bariatrics ACS Survey completed.
- Received Orthopedics – Women’s Choice Award.
- Critical Care Conference, approximately 95 nurses attended.
- Charlene Ludlow delivered an Infection Control Presentation in Albany.
- Safety Fair held 4/18/2018.
- 31<sup>st</sup> Annual Celebration of Nursing Research & Scholarly Activities Conference sponsored by the Professional Nurses Association of Western New York.

#### Patient Experience

- National Healthcare Decisions Day
- Patient Experience Week: April 23 – April 27, 2018 that will include many activities.
- Patient Experience scores continue to rise.

#### Culture

- Medical Laboratory Professionals Week
- Behavioral Health Month
- Occupational Therapy Month

- Speech Pathology Month
- Employee Recognition Dinner
- National Walk at Lunch Day
- ECMC nominated finalist for Best Place to Work in WNY.
- Resident presentation at Society for General Internal Medicine
- ECMC and Unyts – Donate Life Day
- Lauren Vacanti, LMHC, CASAC Supervising Alcoholism Counselor Awarded the Cheryl Davidson Award for 2018 by Mental Health PEER Connection
- DAS Ally Award recognized CPEP Staff.
- Trocaire Award – HIM Department.
- Dr. Quatroche invited to speak at the National Conference for Healthcare Finance Institute with CEO of Temple University Health and the President & CEO of Methodist LeBonheur Healthcare System

### Operations

- Observation Unit Scheduled to open next week.
- Groundbreaking for Emergency Department and Trauma Center scheduled for June 1; Stretcher hold is open.
- March ends with an operating loss of \$483,000 which is \$300,000 off budget for the month.
- YTD \$2 million operating loss, a \$600,000 budget variance; neuro-surgical cases and overtime underlie variance from budget

### Chief Financial Officer

A summary of the financial results through March 31, 2018 and a Quarterly Financial Statement and projected statement of Yearly Cash Flows were briefly reviewed and the full set of these materials are received and filed.

## VI. **Reports from Standing Committees:**

### Buildings and Grounds Committee: Ronald Bennett

Mr. Bennett provided an overview regarding plant operations. Currently there are 7 in-house projects. Plant Operations staff is doing a great job.

### Post-Acute Quality Improvement:

Mr. Chapin encouraged fellow board members to join the committee which meets bi-monthly, examining quality, cost and future of Terrace View. Mr. Dandes suggested that next month's board meeting be held at Terrace View.

**Quality Assurance:**

Mr. Hoffert provided an overview of QI and encouraged board members to get involved and see the operations of the hospital.

**All other reports except that of the Performance Improvement Committee are received and filed.**

**VII. Recess to Executive Session – Matters Made Confidential by Law**

Moved by James Lawicki and seconded by Kathleen Grimm, MD to enter into Executive Session at 5:15 p.m. to consider matters made confidential by law, including certain litigation matters, strategic investments, and business plans.

**Motion approved unanimously.**

**VIII. Reconvene in Open Session**

Reconvene in Open Session at 5:55 p.m. No action was taken by the Board of Directors in Executive Session

**Motion approved unanimously**

**IX. Adjournment:** Moved by Christopher O'Brien and seconded by Kathleen Grimm, MD to adjourn the Board of Directors meeting at 5:55p.m.



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Michael A. Badger  
Corporation Secretary

**A Resolution of the Board of Directors Approving  
Millennium Collaborative Care Budget**

Approved April 24, 2018

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WHEREAS, Erie County Medical Center Corporation (the "Corporation") is the lead applicant of the Millennium Collaborative Care ("MCC") Performing Provider System ("PPS") established under New York State's Delivery System Reform Incentive Payment ("DSRIP") program; and

WHEREAS, the Corporation has engaged MCC PPS Management, LLC, as a central services organization to provide project management, administrative services, and staffing services with respect to MCC PPS pursuant to a Governance Agreement effective September 30, 2015; and

WHEREAS, in accordance with Section 5.2 of the Governance Agreement, the Corporation must approve all MCC PPS annual capital and operating budgets; and

WHEREAS, the MCC Finance Committee has prepared and the MCC Board of Managers has approved MCC's attached budget for DSRIP year four (2018-2019), and now seeks the Corporation's approval of the budget; and

WHEREAS, the Finance Committee of the Corporation received a presentation from MCC and is recommending approval of the budget by this Board of Directors;

NOW, THEREFORE, the Board of Directors resolves as follows:

1. Based upon the recommendation of the Corporation's Finance Committee, the MCC Finance Committee and MCC Board of Managers, the Corporation hereby ratifies and approves the attached budget.
2. The Corporation and MCC are authorized to do all things necessary and appropriate to implement this resolution.
3. This resolution shall take effect immediately.



Michael A. Badger  
Corporation Secretary

**Resolution Designating the  
Naming of Certain Spaces and Structures**

Approved April 24, 2018

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WHEREAS, by Resolution approved by the Corporation's Board of Directors on October 31, 2017, the Corporation set forth its policy regarding the naming of spaces and structures owned or otherwise controlled by the Corporation; and

WHEREAS, consistent with the Corporation's policy, the ECMC Foundation, Inc. has engaged in negotiation with several donors to the Foundation regarding acknowledgement of donations that includes, among other things, the opportunity to name a Corporation space or structure in the honor or memory of a person or entity; and

WHEREAS, the Foundation has provided a listing of the information called for by the Corporation policy and is seeking the approval of the Board of Directors of the Corporation regarding the naming of spaces and structures as detailed on the attachment to this resolution;

NOW, THEREFORE, the Board of Directors resolves as follows:

1. The recommendations submitted by the Foundation as detailed on the attachment to this resolution are hereby approved.
2. The Foundation is delegated the authority to implement the naming substantially in accordance with the information contained in the attachment and in accordance with the Corporation's October 31, 2017 policy as approved by the Board of Directors.
3. This resolution shall take effect immediately.



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Michael A Badger  
Corporation Secretary

April Board Approval	Donor Name	Naming Opportunity	Location	Recognition Name	Commitment
	Dr. Philip M. Stegemann	Treatment Room	Fastrack	Dr. & Mrs. Philip M. Stegemann	\$ [REDACTED]
	Anonymous (Anne Kudla)	Treatment Room	Fastrack	After a near fatal car accident, ECMC gave me my life back! Anonymous	\$ [REDACTED]

## CREDENTIALS COMMITTEE MEETING MINUTES

### Committee Members Present:

Yogesh Bakhai, MD (Chair)  
Robert Glover, Jr., MD  
Richard Hall, MD, DDS, PhD

Mark LiVecchi, MD, DMD, MBA  
Brian Murray, MD, CMO (ex-officio)  
Richard Skomra, CRNA

### Committee Members Excused:

Samuel Cloud, DO  
Mandip Panesar, MD

### Medical-Dental Staff Office and Administrative Members Present:

Cara Burton, Medical-Dental Staff Manager; Tara Boone, Medical-Dental Staff Services Coordinator; Judy Fenski, Kerry Lock, Credentialing Specialists

### CALL TO ORDER

The meeting was called to order at 3:05pm. The Medical Executive Committee endorsed and the Board of Directors approved the March 2018 Credentials Committee meeting minutes, including the recommendation for a Board exception for the member of the Medical-Dental Staff referenced in the March 2018 Credentials Committee meeting minutes.

**FOR  
INFORMATION**

### 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 – none
- C. Application Processing Cessation – none
- D. Automatic Processing Conclusion – (inactive applications > 180 days from date of signature) – none
- E. Resignations

#### Dentistry

Augello, Michelle DDS 02/20/2018

#### Family Medicine

Blondell, Richard MD 05/01/2018

#### Internal Medicine

Hasham, Alia MD 03/30/2018

Ministero, Jennifer PA-C 03/15/2018

Okel, Hannah PA-C 03/14/2018

#### Neurosurgery

Morr, Simon, MD 03/31/2018

#### Pathology

Gao, Chen MD PhD 04/12/2018

Sands, Amy MD 07/01/2018

Zhang, Nan MD 06/01/2018

#### Psychiatry



Anker, Jeffrey MD  
Deakin, Christopher MD

02/27/2018  
04/01/2018

**FOR  
INFORMATION**

***CHANGE IN STAFF CATEGORY***

**Internal Medicine**

White, Thomas MD

Associate to Courtesy, Refer and Follow

**FOR  
OVERALL  
ACTION**

***DEPARTMENT CHANGE or ADDITION***

**Rehabilitation Medicine**

Diina, David ANP

*Collaborating Physician: Kayler, Liise MD*

**Adding Surgery Department**

**Thoracic/Cardiovascular Surgery**

Roland, Todd PA-C

*Supervising Physician: Innes, Johanna MD*

**Adding Emergency Medicine**

**FOR OVERALL ACTION**

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

*None*

***PRIVILEGE ADDITION/REVISION***

**Internal Medicine**

Duane, Shirley FNP (R)

Allied Health

Professional

*Collaborating Physician: Troen, Bruce MD*

- Limited Interpretation of EKG

**Internal Medicine- Cardiology**

Vacanti, Victor MD

Active

-Ambulatory Privilege

**Plastic & Reconstructive Surgery**

Loree, Thom MD (R)

Active

- Reconstruction of congenital and acquired defects of the genitalia;

Plastic procedures of external and internal male and female genitalia (including vaginal reconstruction, repair of penis deformities, microvascular flaps and grafts/free tissue transfer, gender reassignment)

*Waive FPPE- privilege added due to form revision*

**ACTION**

**FOR OVERALL**

**PRIVILEGE WITHDRAWAL**

None

**FOR INFORMATION**

**UNACCREDITED FELLOWSHIPS**

No Update

**FOR  
INFORMATION**

**APPOINTMENT APPLICATIONS, recommended- comments as indicated**

Initial Applications (5) indicated\*

**Emergency Medicine**

Marisa Vallone, PA-C

Allied

Health

Professional

*Supervising Physician: Innes, Johanna MD*

**Family Medicine**

Yates, Charles MD

Active

**Internal Medicine**

Besseghini, Lara ANP

Allied

Health

Professional

*Collaborating Physician: Sridhar, Nagaraja MD*

**Internal Medicine/Hospitalist**

Shahid, Naveed MD

Active

**Orthopaedic Surgery**

Martinez, Amanda AGNP

Allied

Health

Professional

*Collaborating Physician: Anders, Mark MD*

*\*An applicant's dossier was presented to the Credentials Committee. The committee recommended to table the application until further information is available.*

DUAL DEPARTMENT INITIAL APPOINTMENT APPLICATIONS (0)

**FOR OVERALL ACTION**

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

Reappointment Review (23)

**Emergency Medicine**

DeFazio, Christian MD

Active

Lynch, Joshua DO

Active

McCormack, Robert MD

Active

Warren, Sarah PA-C

Allied

Health

Professional

*Supervising Physician: Cloud, Samuel MD*

Zent, Christopher FNP Professional Allied Health

*Collaborating Physician: Pugh, Jennifer MD*

**Internal Medicine**

Brockman, Daniel DO Active  
Cobler, JoAnne MD Courtesy, Refer &  
Follow

Duane, Shirley FNP Professional Allied Health

*Collaborating Physician: Troen, Bruce MD*

Duff, Michael MD Associate  
Patel, Sumit MD Active  
Sivalingam, Devamohan MD Active  
White, Thomas MD Courtesy, Refer &  
Follow

**Neurosurgery**

Guzzetta, Lindsay PA-C Professional Allied Health

*Supervising Physician: Castiglia, Gregory MD*

**Orthopaedic Surgery**

Gurske-Deperio, Jennifer MD Active  
Stoeckl, Andrew MD Allied Health  
Professional

**Plastic & Reconstructive Surgery**

Loree, Thom MD Active

**Psychiatry and Behavioral Medicine**

Cummings, Michael MD Active

**Rehabilitation Medicine**

DeMarco, Lisa DC Allied Health  
Professional

Guzinski, Peter DC Allied Health  
Professional

**Surgery**

Dominguez, Ivan MD Active  
Passmore, Natalie ANP Allied Health  
Professional

*First Assist, Collaborating Physician: Leary, Daniel MD*

**Thoracic/Cardiovascular Surgery**

Ashraf, M. Hashmat MD Associate  
Hennon, Mark MD Active

**DUAL DEPARTMENT REAPPOINTMENT APPLICATIONS (1)**

**Family Medicine**

Torres, Carmen NP Allied Health  
Professional

*Collaborating Physician: Ghazi, Muhammad MD*

**Internal Medicine**

Torres, Carmen NP  
Professional

Allied Health

*Collaborating Physician: Sandhu, Jujhar MD*

**FOR OVERALL ACTION**

***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.

<b>Provisional to Permanent Staff</b>	<b>Provisional Period Expires</b>
<b>04/25/2018</b>	
<b><u>Family Medicine</u></b>	
Torres, Carmen ANP	Allied Health
Professional	
<i>Collaborating Physician: Ghazi, Muhammad MD</i>	
<b><u>Internal Medicine</u></b>	
Franklin, James PA-C	Allied Health
Professional	
<i>Supervising Physician: Anillo, Sergio MD</i>	
Torres, Carmen ANP	Allied Health
Professional	
<i>Collaborating Physician: Sandhu, Jujhar MD</i>	
<b><u>Orthopaedic Surgery</u></b>	
Riznyk, Angela DPM	Active
<b><u>Surgery</u></b>	
Lautner, Meeghan MD	Active
Riznyk, Angela DPM (HBO privilege only)	Active
<b><u>Thoracic/Cardiovascular Surgery</u></b>	
Demmy, Todd MD	Active

*The future June 2018 Provisional to Permanent Staff list will be compiled for Chief of Service for review and endorsement*

**FOR OVERALL ACTION**

***AUTOMATIC CONCLUSION, Reappointment Expiration, FIRST NOTICE***

None

***AUTOMATIC CONCLUSION, Reappointment Expiration, SECOND NOTICE***

None

***AUTOMATIC CONCLUSION, Reappointment Expiration, FINAL NOTICE***

None

**FOR OVERALL ACTION**



Tilt Table Testing  
Intravascular Coronary Ultrasound

**Add:**

Insertion of Loop Recorder (Criteria; the first 3 insertions performed under the supervision of with the manufacturer's representative of a physician credentialed in the insertion of loop recorders). Approved MEC 11/2017

**Neurosurgery AHP**

The Credentials Committee endorsed the new Neurosurgery Allied Health Professional Privilege form.

**Plastics and Reconstructive Surgery AHP**

The Credentials Committee endorsed the new Plastic and Reconstructive Surgery Allied Health Professional Privilege form.

**Surgical First Assist Level 1 Core Privileges**

The Plastic and Reconstructive Surgery Chief of Service requested and the committee endorsed the following additional verbiage to the below privilege:

Application of pneumatic tourniquet, wound vac (Orthopaedics, Plastic Surgery and Surgery) privilege be added to the LEVEL ONE CORE First Assist Privilege form. This privilege addition was approved by the BOD on 3/27/2018 but did not include Plastic and Reconstructive Surgery department.

**FOR INFORMATION**

**OPEN ISSUES**

**Competency Assessment Documentation - MICU**

Per the practice plan, a competency assessment form for the AHP MICU training program is forthcoming. It has been requested that the form correlate with ICU privileges, allowing the training and assessment to satisfy FPPE. No update

**Credentialing Software**

The IT department continues to try and resolve the email issue with the MDSO IC software.

**Joint Commission:**

The MDSO still awaits a response from the Chief Safety Officer/Joint Commission Coordinator on whether the Joint Commission change to the requirements for credentialing, privileging of independent pathologists can be interpreted to apply to the KH/UB Pathology contracted services; with the exception of the Pathology Chief of Service and Medical Directors of the Blood Bank. This request was tabled for additional information.

**Justice Center**

The committee approved the Mandated Reporter requirement from the Justice Center.

**Past Dues**

Dr. Williams requested that the Credentials Chair contact him regarding payment of back dues to reapply for membership. The Credentials Chair will contact him again and was given the number to call.

**INFORMATION**

**FOR**

## **OTHER BUSINESS**

### **OPPF/FPPE**

The Internal Medicine Chief of Service provided some feedback on ideas to update OPPE metrics for the department, as well as to use Crimson to produce volume numbers for the OPPE file. Collaboration between the Medical-Dental Staff Office and the Patient Safety Office paperwork might offer the opportunity to eliminate the "Reappointment Summary" and still satisfy the JC standard that OPPE be used to assess the continuation of clinical privileges.

- Refer to attached as possible mechanism to satisfy the Joint Commission standard that OPPE be used to assess the continuation of clinical privileges. If implemented, the Re-Appointment Summary could possibly be eliminated.

The credentials committee endorsed the above request.

### **Failure to Utilize Medical Center Privileges**

The Internal Medicine Chief of Service advocated that the organization look to exercise more consistently, the policy in the Credentials Procedure Manual, Article V, Section E regarding failure to utilize Medical Center privileges. The committee agreed that upon reappointment and OPPE/FPPE review no volume provider, the Chief of Service may recommend to the Credentials Committee that the provider be transferred to the appropriate Medical-Dental Staff Category.

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

#### **FPPE (Focused Professional Practice Evaluation) (2)**

Family Medicine (Chemical Dependency) (1)

Anesthesia (1)

#### **OPPE (Ongoing Professional Practice Evaluation) (178)**

**February** (numbers not available prior to March CC meeting)

Internal Medicine (143)

Radiology (35)

#### **March (11)**

Internal Med (8)

Thoracic Cardiology (1)

Neurosurgery (1)

Radiology (1)

**FOR INFORMATION**

## **ADJOURNMENT**

With no other business, a motion to adjourn was received and carried at 4:30 PM.

Respectfully submitted,



Yogesh Bakhai, MD  
Chairman, Credentials Committee  
Att.