

ERIE COUNTY MEDICAL CENTER CORPORATION

MINUTES OF THE REGULAR MEETING
OF THE BOARD OF DIRECTORS

TUESDAY, SEPTEMBER 27, 2016

STAFF DINING ROOM

Voting Board Members Present:	Bishop Michael Badger Douglas H. Baker Ronald Bennett Ronald Chapin Kevin Cichocki, D.C. Jonathan Dandes Darby Fishkin	Kathleen Grimm, M.D. Sharon L. Hanson Michael Hoffert Thomas P. Malecki, CPA Frank Mesiah Michael A. Seaman
Voting Board Member Excused:	Kevin M. Hogan, Esq	Anthony Iacono
Non-Voting Board Representatives Present:	Thomas Quatroche Ph.D. James Lawicki	Kevin Pranikoff, M.D.
Also Present:	Donna Brown Sam Cloud, D.O. A.J. Colucci, III, Esq. Janique Curry Peter Cutler Leslie Feidt Stephen Gary	Al Hammonds Julia Jacobia Jarrod Johnson Charlene Ludlow Nadine Mund Michael Siragusa Karen Ziemianski

I. CALL TO ORDER

Chair Sharon L. Hanson called the meeting to order at 4:30 P.M.

II. APPROVAL OF MINUTES OF AUGUST 30, 2016 REGULAR BOARD MEETING.

Moved by Frank Mesiah and seconded by Ronald Chapin.

Motion approved unanimously

III. ACTION ITEMS

A. Resolution of the Board of Directors Authorizing the Transfer of Funds to Grider Community Gardens, LLC

Moved by Michael Hoffert and seconded by Frank Mesiah.

Motion approved unanimously.

B. Resolution of the Board of Directors Approving the 2017 Operating and Capital Budgets.

Moved by Michael Hoffert and seconded by Kevin Cichocki, D.C.

Motion Approved Unanimously, following the presentation noted below.

C. Resolution of the Board of Director Authorizing the Corporation to Participate in Purchase of Urgent Care Assets

Moved by Kevin Cichocki, D.C. and seconded by Bishop Michael Badger.

Motion approved unanimously.

D. Resolution of the Board of Directors of the Corporation to Negotiate With the County of Erie Concerning Capital Funding and Related Transactions.

Moved by Kevin Cichocki, D.C. and seconded by Bishop Michael Badger.

Motion approved unanimously.

Thomas Malecki abstained due his relationship with the County of Erie

E. Approval of September 1, 2016 Medical-Dental Staff Appointments and Re-Appointments.

Moved by Michael Seaman and seconded by Kevin Cichocki, D.C.

Motion approved unanimously.

IV. BOARD PRESENTATION: 2017 BUDGET

Stephen Gary
Chief Financial Officer

Mr. Gary provided an overview of the regulatory budget reporting requirements, how management prepared the proposed budgets for 2017, and the substance of the proposed budgets. With the Board of Director's approval, the 2017 budget will be submitted to New York State by September 30, 2016.

V. BOARD COMMITTEE REPORTS

All reports except that of the Performance Improvement Committee are received and filed in the September 27, 2016 Board book.

VI. REPORTS OF CORPORATION'S MANAGEMENT

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

- Quality
 - OMH survey received a three-year operating certificate in Behavioral Health.
 - Received honorable mention from Hospitals and Health Network for the mammography bus and mammography screenings.
 - A Joint Commission surveyor returned for an anticipated follow-up visit to complete our plan of correction. The visit was completed successfully.

- Patient Experience
 - Part 2 of *Celebration of Our Amazing Accomplishments* event took place to acknowledge the many great achievements throughout the Corporation-
 - Committee focusing on the "Quiet at Night" initiative.
 - Patient Advisory Council: mapping patient touch points.
 - 14 front-line staff attended the NYS P4P on communication skills.
 - End of Life conference – 10 front-line staff attended.

- Culture
 - Continue teammate huddles with biomed, discharge planning, case managers, social workers, imaging, and the OR.
 - Salary upgrade approved for hospital police.
 - Terrace View residents/staff picnic held.
 - Disaster Preparedness Month
 - NYS Family Justice Center presented at monthly leadership development.
 - Environmental Services Week celebrated.

- Operations
 - New orthopedic trauma surgeon began.
 - The upgraded enterprise scanning solution allows for automated registration and medical records.
 - TCU closing unit.
 - ER capital campaign to begin.

Chief Financial Officer: Stephen Gary

A summary of the financial results through August 31, 2016 and a Quarterly Financial Statement and projected statement of Yearly Cash Flows are attached in the Board Book for review.

VI. RECESS TO EXECUTIVE SESSION – MATTERS MADE CONFIDENTIAL BY LAW

Moved by Kevin Cichocki, D.C. and seconded by Michael Hoffert to enter into Executive Session at 5:40 P.M. to consider matters made confidential by law, including certain compliance-related matters, strategic investments, and business plans.

Motion approved unanimously

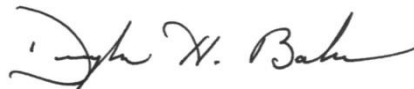
VII. RECONVENE IN OPEN SESSION

Moved by Douglas Baker and seconded by Kevin Cichocki to reconvene in Open Session at 6:55 P.M. No action was taken by the Board in Executive Session.

Motion approved unanimously.

VIII. ADJOURNMENT

Moved by Bishop Michael Badger and seconded by Douglas Baker to adjourn the Board of Directors meeting at 6:57 P.M.



Douglas H. Baker
Corporation Secretary

**A Resolution of the Board of Directors Authorizing the Transfer of Funds
to Grider Community Gardens, LLC**

Approved September 27, 2016

WHEREAS, Erie County Medical Center Corporation (the “Corporation”) is the sole member of Grider Community Gardens, LLC (the “Company”); and

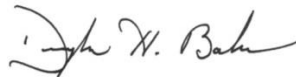
WHEREAS, the Company has need to purchase real property located at 475 Grider Street, Buffalo, New York 14215 (the “Property”); and

WHEREAS, as sole member of the Company, the Corporation has determined that it is in the best interest of the Company and the Corporation to purchase the Property; and

WHEREAS, the Corporation wishes to transfer funds to the Company in an amount sufficient to cover the costs of the purchase of the Property.

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

1. The Corporation is authorized to transfer an amount not to exceed Forty Seven Thousand Dollars (\$47,000.00) to the Company for purpose of covering all costs incurred in the purchase of the property located at 475 Grider Street, Buffalo, New York 14215.
2. This resolution shall take effect immediately.



Douglas H. Baker
Corporation Secretary

**Resolution Approving the
2017 Operating and Capital Budgets of the Corporation.**

Approved September 27, 2017

WHEREAS, the Corporation is required by New York Public Authorities Law to prepare and submit an operating and capital budget annually no later than ninety (90) days before the commencement of the Corporation's fiscal year, on January 1; and

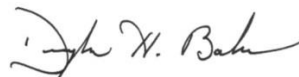
WHEREAS, New York law and regulations set forth the various elements of an acceptable budget process and requires that an approved budget be publicly filed no later than September 30, 2016 this year; and

WHEREAS, the Corporation's management team has prepared operating and capital budgets for the year 2017 in accord with regulatory requirements, has presented those budgets, and the assumptions upon which they are based, to the Finance Committee of the Board of Directors on September 20, 2016 and the Finance Committee is recommending approval of the budgets as presented; and

WHEREAS, the Corporation Board of Directors received the operating and capital budgets in advance of the September 27, 2016 regular meeting and a presentation on these budgets was completed at the Corporation's regular meeting of the Board of Directors on September 27, 2016;

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

1. The 2017 Operating and Capital budgets of the Corporation as presented to the Board of Directors on September 27, 2016 are approved.
2. The Corporation is directed to timely file these budgets in accordance with applicable law and regulation.
3. This resolution shall take effect immediately.



Douglas H. Baker
Corporation Secretary

**Resolution Authorizing Corporation to
Participate in Purchase of Urgent Care Assets.**

Approved September 27, 2016

WHEREAS, the Corporation is authorized by law to create and participate as an owner or member of a business entity for the purposes of achieving its statutory purposes; and

WHEREAS, since 2014, the Corporation has been a member with Kaleida Health of Collaborative Care Ventures, LLC ("CCV") and CCV has, in turn, been a part owner of Innovative Health Services of America, Inc. ("IHSA"); and

WHEREAS, IHSA and CCV have negotiated a potential transaction whereby CCV will purchase all of the urgent care assets of IHSA, will assume certain liabilities of the existing IHSA urgent care business, and will relinquish all of its currently owned shares of IHSA; and

WHEREAS, presentations to the Corporation's Board of Directors and Executive Committee have been completed on prior occasions, financial and legal due diligence have been completed, and the Executive Committee is recommending that the Corporation participate in this transaction;

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

1. The Corporation is authorized to participate in the transaction to allow CCV to purchase all urgent care assets of IHSA, assume certain urgent care liabilities of IHSA, and relinquish those shares of IHSA currently owned by CCV.
2. In the event that the CCV-IHSA transaction requires that the Corporation to become an obligor, or provide a guaranty, of indebtedness in order to consummate the transaction, the Corporation is authorized to do so in an amount not to exceed \$9 million.
3. The Corporation's officers and agents are authorized to take any step necessary or incidental to the transaction in order to fulfill the purpose of this resolution.
4. This resolution shall take effect immediately.



Douglas H. Baker
Corporation Secretary

**Resolution Authorizing the Corporation to
Negotiate With the County of Erie
Concerning Capital Funding and Related Transactions.**

Approved September 27, 2016

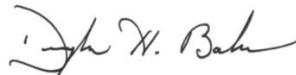
WHEREAS, the Corporation and the County of Erie have enjoyed a long-term cooperative relationship and have been parties to several agreements pertaining to financial matters that benefit both the Corporation and the County of Erie; and

WHEREAS, the Corporation has identified several capital projects that are necessary in order for the Corporation to continue to provide the highest quality health care services to the citizens of Western New York and the County of Erie has proposed a series of transactions that will assist the Corporation in borrowing more cheaply while assisting the County of Erie in meeting its obligation to fund health care services for those unable to pay; and

WHEREAS, the Corporation and the County of Erie share a common interest in working together to effectuate a series of transactions that allow the Corporation to meet identified future capital needs while not burdening the County of Erie;

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

1. The Corporation is authorized to negotiate with the County of Erie with the goal of consummating one or more transactions that result in sufficient capital funds to meet the Corporation's foreseeable capital needs, without burdening the County of Erie.
2. In the event that the transactions contemplate the Corporation entering into one or more agreements requiring the Corporation to repay funds loaned to the Corporation by the County of Erie, the terms of any such agreements shall be separately presented to the Board of Directors for further consideration, and approval before being executed.
3. This resolution shall take effect immediately.



Douglas H. Baker
Corporation Secretary

CREDENTIALS COMMITTEE MEETING MINUTES

Committee Members Present:

Yogesh Bakhai, MD, Chair
 Mark LiVecchi, DMD MD MBA
 Richard Skomra, CRNA
 Brian Murray, MD, CMIO (ex-officio)
 Susan Ksiazek, RPh

Medical-Dental Staff Office and Administrative Members Present:

Judith Fenski, Credentialing Specialist
 Riley Reiford, Medical-Dental Staff Office Systems Coordinator
 Kerry Lock, Credentialing Specialist

Committee Members Excused:

Richard Hall, MD, DDS, PhD
 Erik Jensen, MD
 Jonathan Marshall, DO
 Mandip Panesar, MD

CALL TO ORDER

The meeting was called to order at 3:03 PM by Dr. Bakhai. The proceedings from the previous meeting of August 4, 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 – none
- C. Application Processing Cessation – none
- D. Automatic Processing Conclusion – (inactive applications > 180 days from date of signature) - none
- E. Resignations

Kieliszek, Karen, DNP	Family Medicine	08/22/2016
Scarpelli, Francesco, ANP	Family Medicine	08/31/2016
Banifatemi, Reza, MD	Internal Medicine	08/10/2016
Khan, Saleem, MD	Internal Medicine	08/21/2016
Schmidt, Jessica, PA-C	Internal Medicine	08/12/2016
Rouhani, Behnaz, MD	Ophthalmology	08/07/2016
Nguyen, Toan, MD	Plastic & Reconstructive Surgery	08/19/2016
Huff, Devon, MD	Surgery	09/03/2016

FOR INFORMATION

CHANGE IN STAFF CATEGORY

Internal Medicine

Cobler, Jo Anne, MD	Active to Courtesy, Refer & Follow
Gateway Robert, MD	Active to Courtesy, Refer & Follow
Kozlowski, Lisa, MD	Active to Courtesy, Refer & Follow
Matthews, George, MD	Active to Courtesy, Refer & Follow

FOR INFORMATION

DEPARTMENT CHANGE OR ADDITION

None

CHANGE OR ADDITION OF COLLABORATING/SUPERVISING ATTENDING

Internal Medicine

Kielbasa, Jennifer, PA-C

Change from Dr. Cobler to Dr. Joseph Zizzi, Jr.

FOR INFORMATION

PRIVILEGE ADDITION/REVISION, RECOMMENDED – COMMENTS AS INDICATED

None

PRIVILEGE WITHDRAWAL

None

APPOINTMENT APPLICATIONS, RECOMMENDED– COMMENTS AS INDICATED

Initial Appointments (13)

Family Medicine

Bixby, Leslie, NP

Allied Health Professional

Collaborating Physician: Dr. Azadfard

Malik, Sarah, MD – Apogee

Active

Marzullo, Shannon, NP

Allied Health Professional

Collaborating Physician: Dr. Evans

Rejewski, Cheryl, NP

Allied Health Professional

Collaborating Physician: Dr. Evans

Sworts, Jinyan, NP

Allied Health Professional

Collaborating Physician: Dr. Evans

Internal Medicine

Brown, Mary Ellen, NP

Allied Health Professional

Collaborating Physician: Dr. Sadiq

Dahal, Suraj, MD

Courtesy, Refer and Follow

Hasham, Alia, MD

Active

Orthopaedic Surgery

Cruse, Elise, PA-C

Allied Health Professional

Supervising Physician: Dr. Violante

Kuechle, Joseph, MD

Active

Plastics & Reconstructive Surgery

Shehata, Mary, PA-C

Allied Health Professional

Supervising Physician: Dr. Loree

Radiology/Teleradiology

Casey, Kristin, MD

Active

Osborne, Thomas, MD

Active

FOR OVERALL ACTION

Dual Appointments (0)

REAPPOINTMENT APPLICATIONS, RECOMMENDED – COMMENTS AS INDICATED

Reappointment Review (16)

Anesthesiology

Resetarits, Christopher, CRNA

Allied Health Professional

Family Medicine

Fasanello Julie, FNP

Allied Health Professional

Collaborating Physician: Dr. Azadfard

Shiel, Marcia

Allied Health Professional

Collaborating Physician: Dr. Evans

Internal Medicine

Anand, Edwin, MD

Active

Cobler, Jo Anne, MD

Courtesy, Refer & Follow

ERIE COUNTY MEDICAL CENTER CORPORATION

Gatewood, Robert, MD	Courtesy, Refer & Follow
Kozlowski, Lisa, MD	Courtesy, Refer & Follow
Martinez, Anthony, MD	Active
Matthews, George, MD	Courtesy, Refer & Follow
Quigg, Richard, MD	Active
<u>Neurology</u>	
Ferguson, Richard, MD	Active
<u>Ophthalmology</u>	
Everett, Sandra, MD	Active
<u>Orthopaedic Surgery</u>	
Taylor, Karen, PA	Allied Health Professional
First Assist: <i>Supervising Physician: Dr. Ritter</i>	
<u>Plastic & Reconstructive Surgery</u>	
Tomljanovich, Paul, MD	Active
<u>Radiology- Teleradiology</u>	
Burgoyne, Brian, MD	Active
Engbretson, Jon, MD	Active

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.

September 2016 Provisional to Permanent Staff	Provisional Period Expires 09/29/2016
Anesthesiology	
Brundin, Douglas, CRNA	Allied Health Professional
Rizzo, Heather, CRNA	Allied Health Professional
Emergency Medicine	
Pugh, Jennifer, MD	Active Staff
Internal Medicine	
Bute, Samir, MD	Active Staff
Case, Joshua, MD	Active Staff
Mendu, Anuradha, MD	Active Staff
Minhas, Parveen, ANP	Allied Health Professional
<i>Collaborating Physician: Mareena Zachariah, MD</i>	
Pathology	
Soofi, Yousef, MD	Active Staff
Psychiatry	
Almeter, Pamela, PMHNP	Allied Health Professional
<i>Supervising Physician: Michael Cummings, MD</i>	
Radiology / Imaging Services	
Tabone, Michael, DO	Active Staff

The future November 2016 Provisional to Permanent Staff list will be compiled for Chief of Service 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

OLD BUSINESS

Office Operations

Riley Reiford, Medical-Dental Staff Systems Coordinator, will be leaving ECMC for career advancement. S.Ksiazek asked the Credentials Committee to join her in applauding the significant contribution she made to the department and to wish her well in this exciting new endeavor.

Joint Commission Survey

S.Ksiazek updated the Credentials Committee on the developing response plan to the 2016 JC survey:

→ Temporary Privileges

Quality Control monitoring of adherence to the required documentation will be recorded on the temporary privileges tracker by the Medical-Dental Staff Services Coordinator effective 9/1/16.

The tracker is a routine attachment to these meeting minutes.

REASON	QC CHECK	NAME AND DEPARTMENT
		<u>Anesthesiology:</u>
IMP.PT.CARE		_____ CRNA
IMP.PT.CARE		_____ FNP
IMP.PT.CARE		_____ CRNA
IMP.PT.CARE	√	_____ MD

→ FPPE process changes

S.Ksiazek circulated a draft example of the case review form changes. The Department of Anesthesiology privilege form was used to illustrate the concept of bundling like privileges. This form is pending review with the Chief of Service for modifications. A form will also need to be developed for the CRNAs.

If this concept is adopted, forms would need to be created for the other 20 clinical departments, one each for physician and allied health professional.

In order for this process to be sustained, increased involvement by the Chiefs of Service is needed. In addition, the degree of judgment for the new process may require that the generation of the forms may need to move from a staff to a manager level in the Medical-Dental Staff Office. Both issues have been discussed with the Chief Medical Officer and the concept of launching a Peer Review Committee will again be discussed with the President of the Medical-Dental Staff.

→ OPPE

Other than policy revision regarding timeframes for completion, any further improvements to the level of specificity of metrics to the clinical specialty will evolve as more data is readily available.

Delegated Credentialing

No update since the last meeting.

Agreement with the VAMC

No update since the last meeting.

Form Revisions

AHP Forms

ERIE COUNTY MEDICAL CENTER CORPORATION

Last month, S.Ksiazek reviewed for the committee the much needed immediate revisions to the NP and PA forms. It is necessary due to acute staffing changes in the Medical-Dental Staff Office to delay the implementation of these changes, as approximately 40 forms will need to be re-built in the electronic system. A time table will be prepared for the re-build, and based on such, the Credentials Committee will then be asked to review and recommend the revisions for endorsement by the MEC and approval by the Board of Directors.

Medical Marijuana

Pursuant to discussion and directive at last month’s credentials Committee meeting, S.Ksiazek presented a draft for the medical marijuana privilege:

LEVEL II PRIVILEGES

NON-PROCEDURAL PRIVILEGES	Init/Reap Volume	Physician Request	Chief of Service action:		If Yes, indicate any requirements; If No, provide details. See p. 7
			Recommend		
			YES	NO	
General internists may provide consultations to other medical and surgical specialists according to their training, experience and current privileges. Such consultations include, but are not limited to preoperative evaluation of surgical patients and differential diagnoses of medical problems.					
Issue certification for medical marijuana*					See Cred Criteria Below

***Credentialing Criteria:**

The practitioner must have successfully completed a NYSDOH approved course to register with the State to issue patient certifications for medical marijuana. Evidence of course completion and registration must be provided to the Medical-Dental Staff Office in order to be granted this privilege.

FOR MEDICAL-DENTAL STAFF OFFICE USE ONLY:

Documentation of CE requirement and NYSDOH registration approval received: _____

Endorsed by the MEC ___/2016 ↓ Date Initials

Chiefs of Service will be queried at their September meeting as to those departments wishing to have this privilege on their form. They will be supplied with the NYSDOH approved conditions for use of medical marijuana to help in making the decision for their department.

Temporary Privileges

Refer to the attached tracker of Urgent and Temporary Privilege issuance and expiration. All temporary privileges issued since the last meeting, with the justification of need for each were reviewed for the committee.

FOR OVERALL ACTION

NEW BUSINESS

Family Medicine Trained MDs working for Internal Medicine Hospitalist Group

S. Ksiazek informed the committee of that moving forward, the consistent approach will be to place these physicians in the Department of Family Medicine. “Covering” physicians will be others from the Hospitalist Group, who reside in the Department of Internal Medicine. To assist with identifying these practitioners by downstream departments, these physicians will be entered into the credentialing software as:

Departmentt: FM Specialty: Hospitalist.

- Other practical issues include: =Directing the FPPE and OPPE to the correct evaluator
 =The potential of revision to the Family Medicine form to add ICU privileges
 IF any FM hospitalist would possess the training and experience to work in the MICU

ERIE COUNTY MEDICAL CENTER CORPORATION

Leave of Absence

The Medical-Dental Staff was made aware of the absence of a staff physician. The standard letter will be sent to him advising of policy as dictated in the Credentials Manual and the office will forward to the Chief Medical Officer for action.

Negative References

The Medical-Dental Staff Office Team requests more defined structure for addressing professional references that identify issues of concern. It was identified that the most effective means is through the roles of the Credentials Chair and the Chief Medical Officer, with negative references will be followed up with a telephone call from the Credentials Chair.

FOR OVERALL ACTION

OPEN ISSUES

- =Naming of new COS for Ophthalmology approved at 8/30 BOD mtg;close item
- =Physician with no activity for years, refused offer of CR+F by COS at re-appointment, but did withdraw a newly requested privilege; close item
- =Emergent pacemaker insertions. No response from EM to date; keep item open
- =e-mail to MOC affected MDs; will be issued September 2016
- =New privilege form for WC NP sent by MDSO 9/1; item should be closed by next Credentials meeting
- =Atherectomy – add as a delineated privilege? Which forms other than Radiology?
 - ➔ Action: Referred to CMO and Credentials Chair to address with Radiology and Surgery Chiefs
- =Ortho MD – clarification of OR privileges accomplished; awaiting final signature
 - ➔ Credentials Chair and Chief Medical Officer included in all related communications
- =Expirables- PPD’s expired from 6/18/16 (41)
 - Health assessments expired from 3/13/16 (42)
 - ➔ Plan: Address the volume of expireables with the Chiefs of Service and MEC again. Medical Leadership to determine what more formal course of action is to be taken and delegate these responsibilities to the Medical-Dental Staff Office to execute.

FOR INFORMATION

OTHER BUSINESS

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

FPPE (Focused Professional Practice Evaluation) (0)

Per the consensus of the Credentials Committee, ECMC will continue to waive FPPE for those who have completed UB residencies and fellowships with rotations at ECMC. In order to ensure current competency, FPPE will be waived only for those out of residency/fellowship 2 years or less from appointment to the Medical-Dental Staff.

OPPE (Ongoing Professional Practice Evaluation) (0)

Report from the PSO – departments completed since last report: 0

FOR INFORMATION

ADJOURNMENT

With no other business, a motion to adjourn was received and carried at 4:10 PM.

ERIE COUNTY MEDICAL CENTER CORPORATION

Respectfully submitted,

A handwritten signature in red ink, appearing to read "Yogesh Bakhai".

Yogesh Bakhai, MD
Chairman, Credentials Committee

Att.