

**ECMC CORPORATION**  
**2017 ANNUAL REPORT AS REQUIRED BY**  
**NEW YORK PUBLIC AUTHORITIES LAW SECTIONS 2800 AND 3642**

**ANNUAL REPORT:**

New York State Governor Andrew M. Cuomo  
Senate Finance Committee Chairman Catharine Young  
Senate Finance Committee Ranking Minority Member Liz Krueger  
Assembly Ways and Means Committee Chair Helene E. Weinstein  
Assembly Ways and Means Committee Ranking Minority Member Bob Oaks  
New York State Comptroller Thomas P. DiNapoli  
Erie County Legislature Chair Peter J. Savage, III  
Erie County Executive Mark C. Poloncarz  
Erie County Comptroller Stefan I. Mychajliw  
Erie County Audit Committee Chairman Aaron Saykin, Esq.  
Erie County Legislature Clerk Robert M. Graber  
Erie County Clerk Michael P. Kearns

**REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:**

New York State Governor Andrew M. Cuomo  
New York State Temporary President of the Senate John J. Flanagan  
New York State Speaker of the Assembly Carl E. Heastie  
New York State Comptroller Thomas P. DiNapoli  
Erie County Executive Mark C. Poloncarz  
Clerk of the Erie County Legislature Robert M. Graber  
Copies available to the public upon reasonable request

**BOND SALE REPORT:**

New York State Comptroller Thomas P. DiNapoli  
Senate Finance Committee Chairman Catharine Young  
Assembly Ways and Means Committee Chair Helene E. Weinstein  
Copies available to the public upon reasonable request

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#### **I. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:**

Public Authorities Law §3642(1); Public Authorities Law §2800; and the Sale Purchase and Operation Agreement, §6.8

- 1.) Operations and Accomplishments
- 2.) Financial reports, including (i) audited financials in accordance with all applicable regulations and following generally accepted accounting principles as defined in subdivision ten of section two of the state finance law, (ii) grant and subsidy programs, (iii) operating and financial risks, (iv) current ratings, if any, of its bonds issued by recognized municipal bond rating agencies and notice of changes in such ratings, and (v) long-term liabilities, including leases and employee benefit plans
- 3.) Mission statement and measurements including its most recent measurement report
- 4.) Schedule of bonds and notes outstanding at the end of its fiscal year, together with a statement of the amounts redeemed and incurred during such fiscal year as part of a schedule of debt issuance that includes the date of issuance, term, amount, interest rate and means of repayment. Additionally, the debt schedule shall also include all refinancings, calls, refundings, defeasements and interest rate exchange or other such agreements, and for any debt issued during the reporting year, the schedule shall also include a detailed list of costs of issuance for such debt
- 5.) A compensation schedule, in addition to the report described in section twenty-eight hundred six of this title, that shall include, by position, title and name of the person holding such position or title, the salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary is in excess of one hundred thousand dollars; (5-a) biographical information, not including confidential personal information, for all directors and officers and employees for whom salary reporting is required under subparagraph five of this paragraph
- 6.) Projects undertaken by such authority during the past year
- 7.) A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of <sup>4</sup> all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority <sup>5</sup> acquires or disposes of during such period. The report shall contain <sup>6</sup> the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period
- 8.) ECMC Corporation Code of Ethics
- 9.) Assessment of the Effectiveness of the ECMC Corporation Internal Control Structure and Procedures
- 10.) A copy of the legislation that forms the statutory basis of the authority

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- 11.) A description of the authority and its board structure, including (i) names of committees and committee members, (ii) lists of board meetings and attendance, (iii) descriptions of major authority units, subsidiaries, and (iv) number of employees
- 12.) Its charter, if any, and by-laws;
- 13.) A listing of material changes in operations and programs during the reporting year
- 14.) At a minimum a four-year financial plan, including (i) a current and projected capital budget, and (ii) an operating budget report, including an actual versus estimated budget, with an analysis and measurement of financial and operating performance

**II. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:**  
Public Authorities Law §3642 Audit and annual reports

- 1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation
- 2.) Name of all Board Members and Officers of Each Subsidiary
- 3.) Number of Employees of Each Subsidiary
- 4.) List of all contracts in excess of one hundred thousand dollars entered into by the corporation and its subsidiaries, identifying the amount, purpose, and duration of such contract
- 5.) A financial statement, income statement, and balance sheet prepared by an independent certified public accountant, all in accordance with generally accepted accounting principles applicable to the corporation and each of its subsidiaries

## **Message from the Leadership of ECMC Corporation**

2017 built on the success of the previous year and continued the corporation's growth and record patient volumes. ECMC maintained high quality standards as the region's only Level 1 Adult Trauma Center and strengthened its collaborative partnership with both Kaleida Health and the University at Buffalo while remaining the hospital of choice for the residents of the region. 3,000 dedicated caregivers set ECMC apart from its competitors, proving that True Care® means care and compassion for every patient as reflected in consistently high patient experience scores. In its 100<sup>th</sup> year of delivering healthcare services, ECMC is proud to maintain the high level of excellence first established here in the early years of the 20<sup>th</sup> Century.

In 2017, for the first time, inpatient hospital visits exceeded 19,000. Inpatient surgeries were up 9.7 percent and total surgeries increased by 1.3 percent over 2016. Orthopaedic surgeries (3%), kidney transplants (8%) and neurological surgeries (19.6%) all saw continued growth. Additional growth occurred in outpatient clinics, including Primary Care (2%), Neurology (3.7%), Urology (2.5%), Cardiology (5.4%), the Center for Occupational and Environmental Medicine (5.1%), and rehabilitation medicine. ECMC also saw an increase in the acuity of illness (acute case mix of 1.85) and 14,155 patients admitted through the Emergency Department. In addition to sustained hospital volume growth, Terrace View Long-Term Care Facility earned a Four-Star Rating for Overall Quality from the federal Centers for Medicare and Medicaid Services (CMS).

ECMC closed 2017 with a \$3.2 million operating surplus on operating revenue of \$647 million (compared with \$616.5 million in 2016), reflecting the hospital's overall strong financial performance. Days cash on hand increased from 67.8 days in 2016 (\$108.4 million) to 101.5 days in 2017 (\$171.2 million). Positive patient experience, strong volumes and financial performance continued into 2018.

### **Quality at ECMC - 2017**

- March 2017 - ECMC Grider Family Health Center achieved recognition status for “**Patient-Centered Medical Home™ (PCMH™), Recognized–Level 3.**” The effective dates of this Recognition begin March 29, 2017 and expire March 29, 2020. The Patient-Centered Medical Home program reflects the input of the American College of Physicians (ACP), American Academy of Family Physicians (AAFP), American Academy of Pediatrics (AAP) and American Osteopathic Association (AOA) and others in extension of the Physician Practice Connections Program. It was developed to assess whether physician practices are functioning as medical homes and recognize them for these efforts.
- April 2017 - **The Leapfrog Group**, an independent, national not-for-profit organization founded more than a decade ago by the nation's leading employers and private health care experts, rated ECMC's overall patient safety score at ‘A’, which places it among one of only 14 hospitals out of 139 in New York State to receive ‘A’ Patient Safety Score. The Leapfrog patient surveys assess: medical errors, accidents, injuries, infections and patient experiences.
- May 2017 - **The Centers for Medicare and Medicaid Services (CMS)**, part of the Department of Health and Human Services (HHS) has determined that ECMC's Terrace View Long-Term Care Facility has earned a Four-Star Rating for Overall Quality. The newly assigned CMS ratings for Terrace View include: Four Stars for Overall Quality, Five Stars for Quality Measures, Four Stars for Staffing, and Four Stars for RN Staffing. Terrace View is one of only 12 nursing homes out of 102 in Western New York rated by CMS with 4 Stars for Overall Quality.
- June 2017 - ECMC received the **Get With The Guidelines®-Heart Failure Gold Plus Quality Achievement Award** for implementing specific quality improvement measures outlined by the

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Authorities Law – Sections 2800 and 3642**

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American Heart Association (AHA)/American College of Cardiology Foundation’s secondary prevention guidelines for patients with heart failure.

- June 2017 – ECMC received **the American Heart Association/American Stroke Association’s Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award**. The award recognizes the hospital’s commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.
- June 2017 - Medical Intensive Care Unit (MICU) awarded a silver-level **American Association of Critical Care Nurses (AACN) Beacon Award for Excellence**, which is a three-year designation highlighting the Unit’s achievement of exceptional care through improved outcomes and greater overall patient satisfaction.
- June 2017 - The **NYS Department of Health concluded its annual survey** of Terrace View Long-Term Care. The DOH survey indicated tentatively four deficiencies in the facility (it could be reduced to three deficiencies), which is an improvement from five deficiencies in 2016 and 12 deficiencies in 2015. This survey, coupled with the CMS determination in May that ECMC’s Terrace View Long-Term Care Facility earned a Four-Star Rating for Overall Quality, is further evidence of the high quality care delivered for the Terrace View residents by their dedicated and hard-working caregivers. It is also important to note that the surveyors stated that they continue to be impressed by the amount of improvement that has been achieved there.
- July 2017 - **Commission on Accreditation of Rehabilitation Facilities (CARF) issued three-year accreditation to ECMC’s Inpatient Rehabilitation Programs** (through June 30, 2020) stating that this “achievement is an indication of [ECMC’s] dedication to improving the quality of the lives of the persons served.”

ECMCC continues to build on the successes of 2017 with additional Kaleida Health and University at Buffalo collaborations, pursuing more efficient healthcare service delivery. Although the national healthcare landscape continues to evolve and change, the thousands of ECMCC caregivers remain committed to providing the highest quality care without regard to the ability to pay. Through regional alliances with rural hospitals, improving population health through Millennium Collaborative Care, and other partnerships with community providers, ECMCC remains a leader in collaborating to provide better healthcare for our community.

Our record of success along with advocacy from our community leadership will enable us to meet the challenges ahead. We thank you for upholding our mission and ask for your continued support.

Sincerely,



Thomas J. Quatroche Jr., PhD  
President & Chief Executive Officer



Jonathan A. Dandes  
Chair, Board of Directors



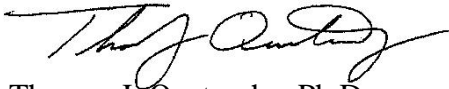
Kathleen T. Grimm, MD  
President, Medical Executive Committee

## CERTIFICATION

The financial reports submitted in this Annual Report have been approved by the Board of Directors of the Erie County Medical Center Corporation and are hereby certified, as indicated by signatures below, by the Chief Executive Officer and Chief Financial Officer.

Specifically, the undersigned certify, based on our knowledge and information provided to us that the financial reports and the information provided therein (1) are accurate, correct and do not contain any untrue statement of material fact; (2) do not omit any material fact which, if omitted, would cause the financial statements to be misleading in light of the circumstances under which such statements are made; and (3) fairly present, in all material respects, the financial condition and results of operations of the Erie County Medical Center Corporation as of, and for, the year ended December 31, 2017.

Respectfully submitted,



Thomas J. Quatroche, Ph.D.  
President and Chief Executive Officer



Stephen M. Gary Sr., CPA, CGMA  
Chief Financial Officer

**I-1.) Operations and Accomplishments** *(in reverse chronological order; December through January)*  
Public Authorities Law §3642(1); Public Authorities Law §2800; and the Sale Purchase and  
Operation Agreement, §6.8

**ECMC Continued to see Record Number of Patients in 2017**

***Patient discharges exceed 19,000 for first time in hospital's history; transplants and orthopaedic  
surgeries increase versus 2016; Terrace View earns four-star rating***

Erie County Medical Center Corporation, in 2017, continued to see a record number of patients. For the first time, inpatient hospital visits exceeded 19,000. Inpatient surgeries were up 9.7% and total surgeries increased by 1.3% over 2016; growth occurred in: orthopaedic surgeries (3%), kidney transplants (8%) and neurological surgeries (19.6%). Additional growth occurred in the hospital's outpatient clinics, including Primary Care (2%), Neurology (3.7%), Urology (2.5%), Cardiology (5.4%) and the Center for Occupational and Environmental Medicine (5.1%), and similar increases occurred in ECMC's Department of Rehabilitation Services – Inpatient admissions increased by 19.5% and Outpatient services increased by 25.2%. ECMC also saw an increase in the acuity, or level of illness in patients, with an increase of 14,155 patients admitted through the Emergency Department and an acute case mix index of 1.85 (an indicator of patient's severity). In addition to this solid operations volume, ECMC's Terrace View Long-Term Care Facility in May earned a Four-Star Rating for Overall Quality from the federal Centers for Medicare and Medicaid Services (CMS).

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, "While 2016 was a record-setting year for ECMC, 2017 built on that success and continued our growth and high patient volumes. More and more a hospital of choice for the residents of our region, as confirmed by such strong activity in areas such as orthopaedics, transplants and neurology, ECMC maintains our high quality standards as the region's only Level 1 Adult Trauma Center and strengthening our collaborative partnership with both Kaleida Health and the University at Buffalo. But what truly sets ECMC apart is the over 3,000 dedicated caregivers that make the hospital so special and successful. Their care and compassion for every patient that seeks our care is second to none, which is reinforced by our consistently high patient experience scores. Now in our 100<sup>th</sup> year of delivering healthcare services from our Grider Street campus, ECMC is proud to maintain the high level of excellence first established here in the early years of the 20<sup>th</sup> Century."

**ECMCC Earns Highest Patient Safety Rating in Annual National Survey**

***ECMC's commitment to delivering quality patient care supported by leading national survey; ECMC  
one of only 14 hospitals out of 139 in New York State to receive 'A' Patient Safety Score***

Erie County Medical Center Corporation, on April 13, 2017, announced that The Leapfrog Group, an independent, national not-for-profit organization founded more than a decade ago by the nation's leading employers and private health care experts, has rated ECMC's overall patient safety score at 'A', which places it among one of only 14 hospitals out of 139 in New York State to receive 'A' Patient Safety Score. Nationally, 823 hospitals across the country received such a score. The Leapfrog patient surveys assess: medical errors, accidents, injuries, infections and patient experiences. The national organization is committed to driving quality, safety, and transparency in the U.S. health care system; their annual patient safety surveys assign A, B, C, D and F letter grades to hospitals nationwide. ECMC earned an 'A' rating by demonstrating, "its commitment to reducing errors, infections, and accidents that can harm patients."

Leah Binder, President and CEO of The Leapfrog Group said, "Hospitals that earn top marks nationally in the Leapfrog Hospital Safety Grade have achieved the highest safety standards in the country. That takes commitment from every member of the hospital staff, who all deserve thanks and congratulations when their hospitals achieve an 'A' Safety Grade.

Thomas J. Quatroche, Jr., Ph.D., ECMC President and CEO said, “On behalf of the over 3,000 dedicated and skilled caregivers at ECMC, we are thrilled to receive this exceptional rating from such a respected national organization. This rating confirms what we have worked towards repeatedly in recent years – the quality and compassionate care of our doctors, nurses, clinicians, dieticians, housekeeping, plant operations staff, our ECMC family, have all contributed to making ECMC a hospital of choice for patients seeking our care. The collective commitment of all of our caregivers is what led to this very important national recognition, which highlights ECMC’s success in providing true care.”

Dr. Brian Murray, ECMC Chief Medical Officer said, “ECMC’s patient safety scores have been improving steadily and this score represents the high level of excellence and professionalism our caregivers provide every day to each patient in our care. ECMC’s high standard of care is evident in every service area of the hospital and we take great pride in this type of outside recognition, particularly from such a respected and leading national organization like The Leapfrog Group.”

Karen Ziemianski, MS, RN, ECMC Senior Vice President of Nursing said, “We are very excited and thankful that The Leapfrog Group has bestowed such a high ranking on ECMC, underscoring the unique and strong culture of dedicated caregivers that truly distinguish ECMC. We are committed to treating each patient that comes to us with the highest level of quality care.”

Developed under the guidance of an Expert Panel, the Leapfrog Hospital Safety Grade uses 30 measures of publicly available hospital safety data to assign A, B, C, D and F grades to more than 2,600 U.S. hospitals twice per year. It is calculated by top patient safety experts, peer-reviewed, fully transparent and free to the public.

Of the 2,639 hospitals issued a Hospital Safety Score nationally, 823 earned an A, 706 earned a B, 933 earned a C, 167 earned a D and 10 earned an F.

### **ECMC’s Terrace View Long-Term Care Facility earns Four-Star Quality Rating from CMS**

Erie County Medical Center (ECMC) Corporation, on May 25, 2017, announced that the Centers for Medicare and Medicaid Services (CMS), part of the Department of Health and Human Services (HHS) has determined that ECMC’s Terrace View Long-Term Care Facility earned a Four-Star Rating for Overall Quality. Terrace View is one of only 12 nursing homes out of 102 in Western New York rated by CMS with 4 Stars for Overall Quality.

The newly assigned CMS ratings for Terrace View include: Four Stars for Overall Quality, Five Stars for Quality Measures, Four Stars for Staffing, and Four Stars for RN Staffing. The Quality Measure (QM) Rating was scheduled to be posted by CMS on their “Nursing Home Compare” website as of May 24, 2017. The data used in the ratings are from the Minimum Data Set (MDS) 3.0 quality measures for all four quarters of 2016 and claims-based quality measures data from 7/1/2015 through 6/30/2016. (MDS is part of the U.S. federally mandated process for clinical assessment of all residents in Medicare or Medicaid certified nursing homes.)

Thomas J. Quatroche Jr., PhD, ECMC President and CEO said, “This is a significant achievement for Terrace View. At the end of the day, this achievement is about the commitment of our Terrace View caregivers and their focus on the residents who live there. We continue to be very proud of quality scores achieved by the entire ECMC and Terrace View Family, as they continue to strive for the very best care for our patients and residents in everything they do.”



**Russell J. Salvatore Provides Generous Donation to  
Erie County Medical Center Corporation’s Capital Campaign  
*On Valentine’s Day, Beloved Buffalo Restaurateur/Philanthropist Commits \$1Million to ECMC’s  
Capital Campaign; Generous Donation Boosts Campaign to Over \$2.5 Million***

Erie County Medical Center Corporation (ECMCC) announced, on February 14<sup>th</sup>, 2017, that renowned Buffalo restaurateur and philanthropist Russell J. Salvatore has provided a special Valentine’s Day gift to the hospital he loves by generously committing \$1 million to the hospital’s capital campaign. With the contribution from Mr. Salvatore, ECMC has raised \$2.5 million for its capital campaign, which is just beginning the process that will lead to the building of a new state-of-the-art Trauma Center/Emergency Department, as well as other capital improvements at the hospital, including the main entrance/lobby. In July 2014, Mr. Salvatore donated \$500,000 that led to the opening of the Russell J. Salvatore Orthopaedic Unit in 2015 on the sixth floor of ECMC. He had also previously in 2012 donated \$250,000 to upgrade televisions in patient rooms.

Russell J. Salvatore said, “ECMC holds a special place in my heart, demonstrating every day why it is truly our community’s regional hospital. The quality care that each doctor, nurse, clinician and every employee provides for patients like me is really what sets ECMC apart. I have seen firsthand just how skilled and dedicated the ECMC caregivers are and I know that level of care is provided to every patient that comes to ECMC. It is important to me to express my thanks and gratitude to the entire ECMC staff and I am very happy to make this contribution and support their vitally important capital campaign.”

ECMCC Chair Sharon L. Hanson said, “On behalf of my fellow Board of Directors at ECMCC we are truly grateful for the support and kindness Russell Salvatore has bestowed on ECMC through the years, but this contribution is remarkable and incredibly generous. Russell Salvatore is an icon of our community, who has always demonstrated through amazing acts of kindness just how compassionate and caring he is for Buffalo and Western New York. We are very thankful that he has chosen to make such a significant donation to the hospital’s capital campaign.”

ECMC Foundation Chair Jonathan Dandes said, “The ECMC Foundation and its Capital Campaign Committee are both humbled and tremendously appreciative of this magnificent gesture by Mr. Salvatore, one of WNY’s iconic community leaders. The unparalleled statement of support for the ECMC Foundation, and our capital campaign demonstrates the depth and breadth of community support for our Trauma Center. With this gift, ECMC Foundation will continue to work tirelessly to complete the funding element of this project, which will provide our community with a world class, state-of-the-art trauma center. It is an honor for me to recognize the members of the ECMC Foundation Board of Directors and our Capital Campaign community volunteers. We are eternally grateful to Mr. Salvatore for his generosity and commitment to ECMC.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, “Russell Salvatore has been and continues to be a generous and incredibly supportive friend of ECMC. As he has shown before, he has been a stalwart benefactor of the hospital, but more importantly, he has always expressed his admiration and love of the thousands of ECMC caregivers who make our hospital so special and unique. By again showing such strong support for ECMC, Russell Salvatore leads by example and reminds us all just how special he is for our entire community. We are deeply appreciative of his support of ECMC and for this critically important capital campaign.”

ECMC’s new Trauma Center/Emergency Department will address an important community need by expanding the health care delivery system’s capacity to serve patients that require emergency medical attention, serving as a referral source for other area hospitals to transfer patients that require specialized emergency care, advancing ECMC’s engagement and investment in the City of Buffalo’s Delevan-Grider

Corridor, and building on ECMC's growing and dynamic relationship with the State University of New York at Buffalo (School of Medicine) and Kaleida Health System.

**ECMC Unveils Renderings of New Russell J. Salvatore Atrium Entrance**  
*Beloved Buffalo Restaurateur/Philanthropist's Generous \$1Million Donation to ECMC's Capital Campaign Supports Construction of Dramatic, Modern Hospital Entrance*

On Valentine's Day 2017, Erie County Medical Center Corporation (ECMCC) announced that renowned Buffalo restaurateur and philanthropist Russell J. Salvatore had provided a special Valentine's Day gift to the hospital he loves by generously committing \$1 million to the hospital's capital campaign. On December 18, 2017, amid Hanukkah and just days away from Christmas, ECMC revealed architectural renderings of the future Russell J. Salvatore Atrium that will become the new main entrance into the hospital thanks to Mr. Salvatore's strong commitment to the hospital.

Russell J. Salvatore said, "I know personally what a remarkable hospital ECMC is, with the most talented and dedicated doctors, nurses and support staff. This new entrance to the hospital, which I am very proud to support, will provide an inspiring and welcoming environment to everyone who enters. As our community's regional hospital, providing quality, life-saving care to all, the new Russell J. Salvatore Atrium will contribute positively to each patient's experience at ECMC."

ECMCC Chair Sharon L. Hanson said, "We are honored and very grateful to Russell Salvatore for his generosity and support of ECMC and on behalf of my fellow Board of Directors at ECMCC we thank him for his continuing kindness toward our staff and the patients they serve. This new main entrance to ECMC will serve as a warm and welcoming area for everyone who enters the hospital. It is a truly beautiful expression of Russell Salvatore's remarkable love and appreciation for ECMC."

ECMC Foundation Chair Jonathan Dandes said, "As we have said many times in the past due to his extraordinary support and kindness, the ECMC Foundation and its Capital Campaign Committee are both humbled and tremendously appreciative of Russell Salvatore's commitment to the mission of our hospital. He is truly one of WNY's iconic community leaders and he demonstrates regularly his unwavering support of institutions like ECMC that make such a positive difference in the lives of our region's residents. Thanks again to his generosity, the new Russell J. Salvatore Atrium will provide a very beautiful and inviting entrance into ECMC."

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, "Our ECMC family knows well the philanthropy and strong support Russell Salvatore has repeatedly provided to the hospital. He continues to be a strong advocate of the life-saving care our thousands of caregivers provide every day to the patients they serve and Russell Salvatore, with this remarkable donation that will literally change the face of ECMC, reminds us all just how special he is for our entire community. Words are not enough to properly express our gratitude, but our doctors, nurses and support staff, along with the patients they serve and our entire community will long remember and admire Russell Salvatore for what he has done for ECMC."

With the contribution from Mr. Salvatore, ECMC has raised over \$7.5 million for its capital campaign, which will lead to the new hospital entrance and the building of a new state-of-the-art Trauma Center/Emergency Department. In July 2014, Mr. Salvatore donated \$500,000 that led to the opening of the Russell J. Salvatore Orthopaedic Unit in 2015 on the sixth floor of ECMC and he had also previously in 2012 donated \$250,000 to upgrade televisions in patient rooms.

**ECMC Receives Grant for Trauma Center/Emergency Department Project from  
The John R. Oishei Foundation**

*The John R. Oishei Foundation provides generous \$1,000,000 grant supporting ECMC's planned  
Trauma Center/Emergency Department modernization effort*

Erie County Medical Center (ECMC) Corporation today, on December 20, 2017, announced its receipt of a generous \$1,000,000 grant for the hospital's future Trauma Center/Emergency Department from The John R. Oishei Foundation. ECMC Corporation submitted an application to The John R. Oishei Foundation requesting a capital support grant for ECMC's new Trauma Center/Emergency Department. The grant was reviewed and authorized through the Directors of the Foundation.

Robert D. Gioia, President, The John R. Oishei Foundation stated, "The John R. Oishei Foundation, recognizing the vital role ECMC plays in the delivery of quality healthcare services for the residents of Western New York, particularly through the hospital's Trauma Center/Emergency Department, is very pleased to help fund a project that will benefit for many years the residents of our region."

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD, said, "ECMC is very thankful to the Directors of the John R. Oishei Foundation for their strong support of ECMC and their confidence in our planned expansion of the hospital's Trauma Center/Emergency Department. On behalf of our thousands of dedicated caregivers, especially the hundreds of physicians, nurses and support staff in our Trauma Center/Emergency Department, I thank the John R. Oishei Foundation for this very generous contribution toward our capital campaign. This significant donation underscores the vitally important role ECMC plays in the overall health and safety of our community and demonstrates the recognition and appreciation that The John R. Oishei Foundation has in our caregivers for the life-saving work they perform each day for the residents of our community."

Erie County Medical Center Corporation (ECMCC) plans to relocate its existing Trauma Center/Emergency Department into a newly-constructed ground floor facility on its Grider Street health campus. As the region's busiest and only Level 1 Adult Trauma Center and Emergency Department serving the 1.5 million residents of the eight counties of Western New York, it is imperative to expand to meet current and future demands for appropriate trauma and emergency care. The Trauma Center/Emergency Department serves patients for trauma, emergency psychiatric conditions via ECMC's Comprehensive Psychiatric Emergency Program ("CPEP") and traditional medical conditions and is best suited of any of the region's Emergency Departments to handle mass casualty, disaster-related circumstances.

The new Emergency Department will contain greater efficiencies in patient flow and staff workflow thereby enabling the Department's medical services team to achieve high quality standards and outcomes. The customized layout of the space will better align with physicians' and staff's work flow while creating a more patient-oriented space containing larger rooms to accommodate patients' families and the medical services team.

**ECMC Receives Cummings Foundation Grant for  
Trauma Center/Emergency Department Project**

*James H. Cummings Foundation, Inc. provides \$200,000 grant supporting ECMC's planned Trauma  
Center/Emergency Department modernization effort*

Erie County Medical Center (ECMC) Corporation, on June 20, 2017, announced its receipt of a generous \$200,000 grant for the hospital's future Trauma Center/Emergency Department from the James H. Cummings Foundation, Inc.

Charles Kreiner, President of the Cummings Foundation said, “The Board fully recognizes the significant and life-saving care that happens in the ECMC Trauma Center/Emergency Department. We are proud to support the renovations that will allow the Center to continue to provide our community with state-of-the-art care when facing life-threatening medical trauma.”

Jonathan Dandes, Chair, ECMC Foundation said, “We are thrilled with this very generous grant from the Cummings Foundation and thank the Foundation’s Board of Directors and Executive Director Mary Jo Hunt for their support of ECMC’s future Trauma Center/Emergency Department. This gift from the Cummings Foundation will make a significant impact on our continuing effort to generate support for this vitally important project.”

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD said, “ECMC is deeply appreciative to the Cummings Foundation for demonstrating their strong support of our future Trauma Center/Emergency Department and we thank them. This grant underscores the confidence and appreciation the Cummings Foundation has for the life-saving work performed every day by the thousands of ECMC caregivers for the residents of Western New York. To receive such a generous contribution for our capital campaign program highlights the critical role ECMC plays in the overall health and safety of our community.”

The James H. Cummings Foundation was established to support the philanthropic vision of its namesake. Throughout its 55-year history, the Foundation has aided countless organizations engaged in advancing charitable interests according to the guidelines and policies espoused by Mr. Cummings. Admired for his unassuming manner, friendly air, and a quiet generosity, Mr. Cummings was dedicated to giving back to the communities he called “home.”

As a vital resource to Western New York residents, ECMC’s Trauma Center/Emergency Department serves patients for trauma, traditional medical conditions and emergency psychiatric conditions through the area’s only 24-hour Comprehensive Psychiatric Emergency Program. It provides the greatest volume of trauma and emergency services in the region, making the construction of a new, state-of-the-art facility imperative.

ECMC’s Trauma Center/Emergency Department is a critical learning and training environment for medical students, residents and fellows. It is one of two primary training sites for the University at Buffalo’s 48 Emergency Medicine residents as well as residents from Internal Medicine, Anesthesiology and Ear, Nose & Throat. In 2018, UB will welcome its first new class of radiology residents since 2006; ECMC will play a key role in training these residents, expecting to train four radiology residents each year. The new facility features four trauma rooms with an intradepartmental imaging suite. The hospital requested funding from James H. Cummings Foundation, Inc. to support this state-of-the-art radiology suite, which will provide greater efficiency in workflow and multidisciplinary care in which emergency medicine clinicians, radiologists & residents collaborate on diagnosis and treatment.

The new Trauma Center/Emergency Department will address an important community need by expanding capacity to serve more patients annually; build on ECMC’s strong and growing relationship with UB; train the next generation of emergency medicine clinicians; and recruit top residents to work in a state-of-the-art setting.

**ECMC Receives Grant for Trauma Center/Emergency Department Project from  
The Margaret L. Wendt Foundation**

*The Margaret L. Wendt Foundation provides \$250,000 grant supporting ECMC’s planned Trauma  
Center/Emergency Department modernization effort*

Erie County Medical Center (ECMC) Corporation, on October 31, 2017, announced its receipt of a generous \$250,000 grant for the hospital's future Trauma Center/Emergency Department from The Margaret L. Wendt Foundation. ECMC Corporation submitted an application to The Margaret L. Wendt Foundation requesting a capital support grant for ECMC's new Trauma Center and Emergency Department. The grant was reviewed and authorized through The Margaret L. Wendt Foundation trustees Robert J. Kresse, Thomas D. Lunt, and Janet L. Day.

The Margaret L. Wendt Foundation Trustees stated, "The Margaret L. Wendt Foundation is pleased to be funding a project that benefits everyone in Western New York."

Jonathan Dandes, Chair, ECMC Foundation said, "We are very pleased and thankful to The Margaret L. Wendt Foundation for this very generous grant. I thank the Foundation trustees for their support of ECMC's future Trauma Center/Emergency Department. This gift will make a major impact on our efforts to generate further support for this vitally important project."

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD, said, "ECMC is greatly appreciative to The Margaret L. Wendt Foundation for their strong support of ECMC's future Trauma Center/Emergency Department. I thank their trustees for this very generous contribution toward our capital campaign. This significant donation highlights the critical role ECMC plays in the overall health and safety of our community and underscores the recognition and confidence that The Margaret L. Wendt Foundation has in the thousands of ECMC caregivers for the life-saving work they perform each day for the residents of our community."

**NYSDOH Approves ECMC's New Emergency Department Project**  
*Required state approval clears way for new state-of-the-art Trauma Center/Emergency Department*

Erie County Medical Center (ECMC) Corporation, on June 9, 2017, announced that the New York State Department of Health (NYSDOH) unanimously approved ECMC's Certificate Of Need (CON) for construction of the hospital's future Trauma Center/Emergency Department (TC/ED). The action took place through DOH's Public Health and Health Planning Council.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD said, "We are very pleased that the new ECMC Trauma Center and Emergency Department Certificate of Need was approved, which now enables the hospital to move forward with this critically important project that will further strengthen ECMC as Western New York's only Level 1 Adult Trauma Center and provide our highly skilled caregivers with the very best setting to save lives. To date, we have raised \$3 million in our capital campaign and we are humbled by the strong community support for this project."

ECMC operates the region's only Level 1 Adult Trauma Center serving the eight counties of Western New York and beyond. With board-certified specialists standing by 24/7 to care for the sickest and most severely injured patients, ECMC Trauma/Emergency services are vital to the region. ECMC's Trauma Center/Emergency Department is a gateway to medical expertise, highlighted by its relationships with other hospitals that transfer to ECMC their most critical patients to receive lifesaving emergency/trauma treatment. In addition, the TC/ED plays an important role in ECMC's affiliation with the University at Buffalo as a teaching hospital for residents attending the University's Jacobs School of Medicine and Biomedical Sciences.

ECMC's Emergency Department (ED) was initially built in the 1970's and later renovated in the mid-1990's to treat an expected 45,000 patients per year. In 2016, the ED cared for 70,000 patients. This number is anticipated to reach 75,319 visits by 2024, representing a 30% increase from 2010. Visits to the Trauma Center continue to grow at a steady rate – a trend that would have continued to stretch

ECMC's capacity to serve patients in its existing facility.

The new ECMC facility will: double the square footage for lifesaving care and improved patient experiences; add four new trauma resuscitation suites to bring priority care to the most critically injured patients; increase treatment rooms to 54 treatment stations for greater privacy and patient-centered care; provide direct access from the rooftop helipad, as well as intradepartmental radiology for faster testing and diagnosis; shorten wait times for patients with minor medical concerns; improve efficiency, flow, and interaction between patients and caregivers; include private rooms to better accommodate patients and their families; add space to support ECMC's role as WNY's regional emergency preparedness center, ready for any type of disaster or mass casualty event, including specialized rooms for contagious diseases or conditions; include dedicated rooms with showers for victims of sexual assault, supporting ECMC's role as a dedicated SAFE center; and better accommodate the ever-growing demand for emergency care.

Following a competitive bid process, Pike Construction was selected as the project general contractor. The estimated timetable includes commencing site preparation during the fall of 2017 and completion in 2019.

**ECMC Foundation Receives Susan G. Komen Grant to Increase Breast Screenings**  
*\$67,683 grant allocated for breast health patient navigation, screening, transportation, interpreter services to increase mammography rate of underserved/unscreened women in four WNY counties*

The ECMC Foundation, on September 13, 2017, announced receipt of a generous \$67,683 grant from Susan G. Komen Upstate New York, to provide culturally competent, evidence-based breast health patient navigation, screening, transportation, and interpreter services to increase the mammography rate among underserved/unscreened women in target communities within four counties, as identified in Susan G. Komen Western NY Region's 2015 Community Profile Report.

The ECMC Foundation and its partnering organizations will implement the next phase of work through the Mobile Mammography Services Program (MMSP). The objective is to reach medically underserved women who face disparities in seeking breast health care, with special emphasis on African-American and Latina women in Erie County, and women living in Allegany, Cattaraugus and Wyoming counties.

Owned by the ECMC Foundation, WNY's only Mobile Mammography Coach (MMC) is operated by Dr. Vivian Lindfield, Founder/Director of WNY Breast Health. The MMC has demonstrated success through its MMSP working with a network of community partners to reach underserved women. Breast cancer screening services will be provided aboard the Mobile Mammography Coach.

Western New York Breast Health medical professionals will provide outreach, clinical patient navigation, mammography screening, and follow-up services. They will explain medical procedures and help meet specific cultural, educational, knowledge and learning styles of women to help them overcome barriers to screening; and provide linkage as patients move across the continuum of care for screening and follow-up diagnostic evaluation as needed.

The ECMC Foundation will collaborate with the International Institute of Buffalo (IIB) to provide cultural patient navigation to serve immigrant and refugee women with abnormal mammogram results who need further diagnostic testing. Their navigator will serve as an advocate and cultural liaison to address communication and trust barriers and arrange interpreter services.

UB Family Medicine Patient Voices Network will collaborate on this project by providing linkage and patient navigation for the MMC at specific primary care sites. The project focuses on increasing screenings at current partnering UB/MD practice sites in Erie County and outlying counties by having

patient ambassadors there to enhance the patient experience. On-site patient ambassadors will schedule women for screenings, register them on screening days, provide one-on-one education, and follow-up by phone with patients. They will also work with WNYBH to facilitate patient navigation following results and provide other required patient support.

MMC partners in the target counties will work through community agencies, insurance providers, medical practices/clinics, housing facilities, community centers and churches, and Indian reservation sites.

Jonathan Dandes, Chair, ECMC Foundation said, “We are grateful for this additional support from the Susan G. Komen Foundation. This funding helps us spread the word about the benefits of the Mobile Mammography Coach to increase awareness of the important services available to more and more women throughout Western New York.”

Thomas J. Quatroche Jr., PhD, President & CEO, Erie County Medical Center Corp. said, “Since its initial operation in 2012, the ECMC Foundation’s Mobile Mammography Coach has provided the delivery of critically important breast cancer prevention and screening services to thousands of women in Western New York. Thanks once again to the generosity of Susan G. Komen Upstate NY, this additional grant will enable many more women to access these vitally important services.”

Vivian Lindfield, M.D., FACS, Founder/Director, WNY Breast Health said, “The goal of the Mobile Mammography Unit is to provide screening mammograms in areas where women have difficulty accessing healthcare, so that *all* women in WNY may benefit from the early detection capabilities of mammography. Thanks to this third award, we will be able to reach a greater population and provide additional services that will assist in the diagnosis and treatment of breast problems. Our ultimate goal is to provide lifelong breast health to all.”

Since ECMC Foundation’s Mobile Mammography Coach was launched (in 2012) through August 2017, more than 13,000 women have been screened on the coach.

**ECMC Department of Dentistry Awarded  
U.S. Dept. of Health & Human Services HRSA Grant**

*Five-year \$763,626 Career Development Grant Allocated to Train Doctoral Dental Students to Treat  
Special Needs Patients; will help eliminate oral health disparities among the medically underserved  
special needs population in Western New York*

ECMC Corporation, on August 9, 2017, announced receipt of a five-year \$763,626 grant from the U.S. Department of Health and Human Services Health Resources and Services Administration (HRSA) to provide training for pre- and post-doctoral dental students to care for vulnerable populations specifically focused on dental care for individuals with special needs.

Thomas J. Quatroche Jr., PhD, President & CEO, ECMC Corp. said, “This important funding from HRSA will strengthen further ECMC’s Department of Dentistry, supporting critically needed doctoral student training that will benefit our community’s special needs population by providing enhanced dental care.”

Dr. Maureen Sullivan, Chief, Department of Dentistry/Division of Oral Oncology and Maxillofacial Prosthetics, ECMC said, “We greatly appreciate this grant from HRSA. These funds will enable Dr. Kapral to further her training which will ultimately empower more dentists to care for this vulnerable population which will have the direct effect of improving the oral healthcare of this underserved population.”

The initial objective of this project will include providing the Department of Dentistry's Elizabeth B. Kapral, MS, DDS, with academic educational and leadership opportunities to ensure that she successfully trains pre-doctoral and post-doctoral dental students in the care of special needs patients. The resulting objective will be to eliminate oral health disparities among the medically underserved special needs population in Western New York.

Dr. Kapral will enroll, test and obtain additional training in the care of the special needs patients over the next five years. Dr. Kapral will be primarily mentored by Dr. Sullivan who has for over twenty years trained dental students and residents in the care of special needs populations, including cancer patients. Many of Dr. Sullivan's trainees now practice and teach in academic settings caring for special needs populations. Dr. Sullivan will oversee Dr. Kapral's additional educational training and administrative leadership development at the university setting and attendance at national meetings. Coursework will focus on teaching skills, professional academic development, and values-based performance.

Using the resources available at the Erie County Medical Center and the State University of New York at Buffalo School of Dental Medicine, Dr. Kapral will educate dental students, residents and dental assistants in the techniques necessary for improving the oral health care of the medically complex and special needs populations to expand their knowledge and comfort level in treating these patients. Dr. Kapral will enhance the students' knowledge of dental technology, techniques and methodology in the care of the special needs population.

*The Center for Cancer Care Specializing in Head & Neck, Plastic & Reconstructive Surgery, Dental & Medical Oncology, Maxillofacial Prosthetics, and Breast Oncology* includes several disciplines offering patients a centralized facility for cancer treatment that is unique to the region. Staffed by talented and experienced clinicians and oncologists, the Center is quickly becoming the first choice for physicians and their patients in Western New York and beyond. The oral oncology team provides diagnosis and treatment of a variety of oral cancers as well as specialized dental care for those patients who require maxillofacial prosthetics following disease or trauma.

The Dental General Practice Residency at ECMC is a comprehensive hospital-based program that focuses on training new general dentists to treat patients with various medical issues, and currently has eleven first year and two second year trainees. Accredited by the Commission on Dental Accreditation (CODA), this 12-24 month program provides a multidisciplinary approach to enhance the basics learned during pre-doctoral education. Residents benefit from experience in inpatient, outpatient, and emergency settings on the ECMC Health Campus.

### **American Cancer Society check presentation to ECMC for Colorectal Cancer Initiative**

An American Cancer Society (ACS) check presented to ECMC, on March 30, 2017, aimed at making a difference in the lives of underserved men and women in Western New York includes \$82,000 for ECMC to enhance education, screening, and early detection for patients at risk for colorectal cancer. Colon Cancer, the second leading cause of cancer-related death in the United States, is highly preventable, and highly treatable.

On March 1, the previous year, representatives from ECMC traveled to Buffalo City Hall to join Mayor Byron Brown, local health care providers, commercial insurance companies, and the University at Buffalo to sign the "80 by 18 pledge," with each organization committing to the ACS initiative to get 80% of Americans over the age of 50 regularly screened for colon cancer by the year 2018.



ECMC has since become very active in achieving this goal, participating in roundtable discussions, promoting colorectal health, and implementing new processes to provide patients with better access to colorectal care. During Colorectal Cancer Awareness Month (March) ECMC Ambulatory Services, Human Resources and Center for Occupational Medicine partnered on six events targeted to employees and provider staff to improve colorectal health and increase awareness.

**ECMC Receives Get With The Guidelines-Stroke Gold Plus  
Quality Achievement Award from AHA**

*American Heart Association Award recognizes ECMC's commitment to quality stroke care*

Erie County Medical Center (ECMC) Corporation has received the American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. The award recognizes the hospital's commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD said, "This recognition is further confirmation that ECMC clinicians deliver the highest level of stroke care to quickly and safely administer advanced stroke treatment to our patients. I commend our experienced and exceptional team, who work collaboratively and in close partnership with their colleagues from the Gates Vascular Institute to ensure the highest quality care in meeting the high standards set by the American Heart Association/American Stroke Association to achieve this Get With The Guidelines-Stroke award."

Paul Heidenreich, M.D., M.S., national chairman of the Get With The Guidelines Steering Committee and Professor of Medicine at Stanford University said, "The American Heart Association and American Stroke Association recognizes ECMC for its commitment to stroke care. Research has shown there are benefits to patients who are treated at hospitals that have adopted the Get With The Guidelines program."

To receive the Gold Plus Quality Achievement Award, hospitals must achieve 85 percent or higher adherence to all Get With The Guidelines-Stroke achievement indicators for two or more consecutive 12-month periods and achieve 75 percent or higher compliance with five of eight Get With The Guidelines-Stroke Quality measures.

These quality measures are designed to help hospital teams provide the most up-to-date, evidence-based guidelines with the goal of speeding recovery and reducing death and disability for stroke patients. They focus on appropriate use of guideline-based care for stroke patients, including aggressive use of medications such as clot-busting and anti-clotting drugs, blood thinners and cholesterol-reducing drugs, preventive action for deep vein thrombosis, and smoking cessation counseling.

Get With The Guidelines®-S puts the expertise of the American Heart Association and American Stroke Association to work for hospitals nationwide, helping hospital care teams ensure the care provided to patients is aligned with the latest research-based guidelines. Developed with the goal to save lives and improve recovery time, Get With The Guidelines®-S has impacted more than 3 million patients since 2003.

According to the American Heart Association/American Stroke Association, stroke is the No. 5 cause of death and a leading cause of adult disability in the United States. On average, someone in the U.S. suffers a stroke every 40 seconds, someone dies of a stroke every four minutes, and nearly 800,000 people suffer a new or recurrent stroke each year.

By working together collaboratively, ECMC and Gates Vascular Institute ensure that all Western New Yorkers are able to receive the full continuum of comprehensive stroke services, including diagnosis, clinical intervention, treatment and management.

### **ECMC Recognized with Get With The Guidelines-Heart Failure Gold Plus Quality Achievement Award by AHA**

Erie County Medical Center (ECMC) Corporation has received the Get With The Guidelines<sup>®</sup>-Heart Failure Gold Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association (AHA)/American College of Cardiology Foundation's secondary prevention guidelines for patients with heart failure.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD said, "This recognition is a further confirmation that ECMC clinicians deliver 'the gold standard' of care for our heart failure patients, and implementing the AHA guidelines helps us to accomplish this goal by tracking and measuring our success. I commend our clinical teams for their dedication to consistently meet these high standards to improve the health of our patients and our entire community."

National Chairman of the Get With The Guidelines Steering Committee and Professor of Medicine at Stanford University Paul Heidenreich, MD, MS, said, "We are pleased to recognize Erie County Medical Center for their commitment to heart failure care. Research has shown there are benefits to patients who are treated at hospitals that have adopted the Get With The Guidelines program. Get With The Guidelines research has demonstrated the impact of lowering 30-day readmissions and reducing mortality rates."

Get With The Guidelines-Heart Failure is a quality improvement program that helps hospital teams follow the most up-to-date, research-based standards with the goal of speeding recovery and reducing hospital readmissions for heart failure patients. Launched in 2005, numerous published studies have demonstrated the program's success in achieving patient outcome improvements, including reductions in 30-day readmissions.

ECMC earned the award by meeting specific quality achievement measures for the diagnosis and treatment of heart failure patients. These measures include evaluation of the patient, proper use of medications and aggressive risk-reduction therapies, such as ACE inhibitors/ARBs, beta-blockers, diuretics, anticoagulants, and other appropriate therapies. Before patients are discharged, they also receive education on managing their heart failure and overall health, get a follow-up visit scheduled, as well as other care transition interventions.

ECMC also received the association's Target: Heart Failure<sup>SM</sup> Honor Roll. Target: Heart Failure is an initiative that provides hospitals with educational tools, prevention programs and treatment guidelines designed to reduce the risk of heart failure patients ending up back in the hospital. Hospitals are required to meet criteria that improves medication adherence, provides early follow-up care and coordination and enhances patient education. The goal is to reduce hospital readmissions and help patients improve their quality of life in managing this chronic condition.

According to the American Heart Association, about 5.7 million adults in the United States suffer from heart failure, with the number expected to rise to eight million by 2030. Statistics show that each year about 870,000 new cases are diagnosed and about 50 percent of those diagnosed will die within five years. However, many heart failure patients can lead a full, enjoyable life when their condition is managed with proper medications or devices and with healthy lifestyle changes.

**ECMC Medical Intensive Care Unit Receives National Award of Excellence**  
*ECMC's MICU now one of thirteen intensive care units statewide to receive American Association of  
Critical Care Nurses (AACN) Silver-Level Beacon Award for Excellence*

Erie County Medical Center (ECMC) Corporation announced June 15, 2017, that the hospital's Medical Intensive Care Unit (MICU) was awarded a silver-level American Association of Critical Care Nurses (AACN) Beacon Award for Excellence, which is a three-year designation highlighting the Unit's achievement of exceptional care through improved outcomes and greater overall patient satisfaction.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD said, "The MICU's dedicated caregivers represent the very best in providing quality care to the patients they serve. Receiving this high-level national recognition highlights again the exceptional professionalism and skill of our entire ECMC family. This prestigious national award recognizes our MICU caregivers who have successfully and consistently improved patient outcomes. Our MICU is now one of 13 such units across New York State to receive a silver-level three-year award/designation, which further underscores the high-level patient care performed every day by all who work in this Unit."

Established in 2003, AACN's Beacon Award for Excellence signifies continuous learning and effective systems to achieve optimal patient care. ECMC's MICU earned the silver-level award by meeting the following evidenced-based criteria: Leadership Structures & Systems; Appropriate Staffing & Staff Engagement; Effective Communication, Knowledge Management, Learning & Development; Evidenced-Based Practice & Process; and Outcome Measurement.

**ECMC Awarded Second Three-Year CARF Accreditation for  
Medical Rehab Program**

The Erie County Medical Center (ECMC) Corporation, on July 27, 2017, announced that its Acute Inpatient Rehabilitation Unit was accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) for a period of three years through June 30, 2020. This is the second consecutive accreditation that the international accrediting body has awarded to ECMC. The first was awarded in 2014.

As stated in the July 10, 2017, notification letter from CARF International to ECMC, "This achievement is an indication of ECMC's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an establishment pattern of conformance to standards...Your organization should take pride in achieving this high level of accreditation."

ECMC President and CEO Thomas J. Quatroche Jr., Ph.D., said, "This accreditation is confirmation of the expertise and dedication of our entire rehabilitation team of physicians, nurses and therapists. I commend our rehab clinicians for their consistent delivery of quality services and their commitment to providing ECMC rehabilitation services to the highest level of accreditation, which benefits our patients, improves their overall quality of life and has a positive impact on our entire community."

An organization receiving a Three-Year CARF Accreditation has put itself through a rigorous peer review process. It has demonstrated to a team of surveyors during an on-site visit its commitment to offering programs and services that are measurable, accountable, and of the highest quality.

## **ECMC Forms Service Agreement with Wyoming County Community Health System**

ECMC announced, in March of 2017, the formation of a new collaboration with Wyoming County Community Health System (WCCHS). WCCHS and ECMC had been in discussion about ways in which the two health systems could collaborate to provide better quality care and access to services to the residents of Wyoming County. As a result of these discussions, the two organizations began their collaboration by entering into administrative services agreements. The intent is to grow this relationship to better serve the greater Wyoming community.

Like ECMC, WCCHS is a collaborative, community-focused hospital system with a track record of making decisions on what is best for the community and patients. In that way, WCCHS aligns well with ECMC's strategic vision to continue to provide and enhance necessary services while leveraging ECMC's Centers of Excellence and affiliations with Kaleida Health, the University at Buffalo, and the Great Lakes Health System of Western New York.

### **Unyts, ECMC Kick-Off Donate Life Month**

*Joint effort to raise organ donation awareness, encourage our community to register as donors, and celebrate the generosity of those who have given the gift of life*

The Regional Center of Excellence for Transplantation & Kidney Care at ECMC is a state-of-the-art facility dedicated to comprehensive patient care. Unyts is Western New York's only organ, eye, tissue and community blood center. Together, Unyts and ECMC have teamed up to launch "Donate Life Month." New York State currently has the lowest donor registry rate in the United States. Through a kick-off event on April 6, 2017, ECMC and Unyts continued to collaborate and concentrate on increasing the community's knowledge and understanding about the need for donation and transplantation.

Unyts President and CEO Mark Simon said, "This April, we hope to increase the number of people registered on the state donor registry, which is especially important in our region as New York State has the lowest rate in the country. Together with the Regional Center of Excellence for Transplantation & Kidney Care, Unyts is working to save and enhance lives in our community each and every day. Unyts is proud of our work and for the relationship we have with ECMC, which is such a vital part of the community."

ECMC President and CEO Thomas J. Quatroche, Jr., Ph.D. said, "Thanks to Unyts and their commitment to increasing donor awareness and highlighting the enduring benefit of making such critically needed donations, ECMC continues to grow our transplantation services, which last year achieved the highest level of kidney transplant activity in ECMC's history. Led by our talented and experienced multidisciplinary team, ECMC serves our community with consistently high scores in outcomes and transplant rates from deceased donors, and also offering laparoscopic donor nephrectomy procedures to promote faster recovery for live kidney donors."

Today, more than 118,000 candidates are on the national organ transplant waiting list, and over 10% of the list is from New York State. As a result, an average of 22 people die each day because an organ was not made available for transplant. A single donor can save and heal as many as 75 others through needed organs, heart valves, corneas, skin, bone and tendons.

The Regional Center of Excellence for Transplantation and Kidney Care at ECMC is the result of the merging of two transplant programs—from Buffalo General Hospital and ECMC—into a single streamlined, highly specialized program that offers patients world class care. The mission of the Center is to provide life-saving kidney and pancreas transplants, vascular access surgical care, hemodialysis for

outpatients and inpatients, and treatment and disease management services for patients with all stages of chronic kidney disease. This concentration of services results in a greater number of procedures performed, a high level of expertise among the medical staff, and the most favorable outcomes for renal patients at all levels of care.

With state-of-the-art technology and procedures for transplant, as well as a growing living donor program, ECMC's transplantation team is leading the way in True Care. To date, ECMC achieved a 92.4% 1-year survival rate and 35.7% of our wait list patients received transplants within one year—a donation rate more successful than competitors like the University of Pittsburgh, Cleveland Clinic, and the University of Rochester.

These life-saving transplants are only possible through the support of Unyts' and ECMC's physician partners, community organizations and the generous people of WNY.

**ECMC's Grider Family Health Center earns NCQA  
"Patient-Centered Medical Home™ Recognition"**

*National organization's quality standards based on use of systematic, patient-centered, coordinated care that supports access, communication and patient involvement*

Erie County Medical Center (ECMC) Corporation, on April 3, 2017, announced that the National Committee for Quality Assurance (NCQA) informed ECMC that its ECMC Grider Family Health Center has achieved recognition status for "Patient-Centered Medical Home™ (PCMH™), Recognized–Level 3."\* The effective dates of this Recognition begin March 29, 2017 and expire March 29, 2020.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, "We are very pleased that NCQA has now provided 'Patient-Centered Medical Home™, Recognized–Level 3' status on both family health centers at ECMC. By recognizing the Grider Family Health Center, NCQA affirms ECMC's position as a leader in delivering quality healthcare services in Western New York. The Patient–Centered Medical Home effort demonstrates that we are on the forefront of bringing the right care at the right place at the right time to the patients of our community to improve the health of the community."

ECMC's Grider Family Health Center, which achieved an excellent 92.87 out of 100 total points from NCQA, serves adults, children, and the elderly. With a professional staff and access to the full resources of ECMC, the Grider Family Health Center makes care for the entire family possible, all in one convenient location.

The Patient-Centered Medical Home (PCMH) is a model of care that emphasizes care coordination and communication to transform primary care into "what patients want it to be." NCQA PCMH Recognition is the most widely adopted model for transforming primary care practices into medical homes. Research confirms medical homes can lead to higher quality and lower costs, and can improve patients' and providers' experience of care.

**ECMC Internal Medicine Center earns  
"NCQA Patient-Centered Medical Home™ Recognition"**

*National organization's quality standards based on use of systematic, patient-centered, coordinated care that supports access, communication and patient involvement*

Erie County Medical Center (ECMC) Corporation, on March 13, 2017, announced that the National Committee for Quality Assurance (NCQA) informed ECMC that its Internal Medicine Center has

achieved recognition status for “Patient-Centered Medical Home™ (PCMH™), Recognized–Level 3.” The effective dates of this Recognition begin March 6, 2017 and expire March 6, 2020.

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D. said, “For the second time in five months, the National Committee for Quality Assurance has bestowed their highest level of recognition status on an important health care service at ECMC. This is yet another example, from a national organization, of the high quality care and services our caregivers provide to the residents of Western New York. As ECMC continues to be a leader in transforming healthcare in Western New York with our partners at the University at Buffalo, the Patient–Centered Medical Home effort demonstrates that we are on the forefront of bringing the right care at the right place at the right time to the patients of our community to improve the health of the community. ”

ECMC’s Internal Medicine Center, in partnership with UB Internal Medicine, offers access to a diverse group of university physicians for primary care. Adults and seniors have easy access to a variety of physicians, including primary care physicians, geriatric specialists for senior care, and an integrated variety of specialist physicians including podiatrists, rheumatologists and endocrinologists.

### **Accrediting Body Report Determines ECMC Synergy Bariatrics Achieved Significant Results**

The American College of Surgeons’ MBSAQIP program, which accredits bariatric (weight loss) surgery centers, has determined that ECMC Synergy Bariatrics has achieved significant improvements, meeting nationwide benchmarks in all categories for sleeve and bypass surgery performance assessment and exceeding the benchmark in one of the categories.

The MBSAQIP (Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program) released their semi-annual risk adjusted data report, which benchmarks the ECMC Synergy Bariatrics program performance against that of others across the nation. Each site participating in the accreditation program received a report.

The report confirmed that ECMC’s program is performing at least “as expected” in all of the sleeve and gastric bypass performance assessment categories, and “EXEMPLARY” in the sleeve leak assessment category with *no leaks occurring in the 329 cases* for the reporting period of July 1, 2015 through June 30, 2016.

### **Buffalo Bills and ECMC Advocate for Crucial Catch**

The Buffalo Bills and Erie County Medical Center, on October 16, 2017, joined together to intercept cancer, as the team participated in the National Football League’s Crucial Catch. The Bills and ECMC have created several initiatives that focus on generating awareness to increase prevention of several forms of cancer including prostate cancer, pediatric cancer, breast cancer, and head and neck cancer.

“This season (2017-2018) the NFL has expanded its cancer awareness outreach to focus on many forms of this deadly disease,” said Erica Muhleman, Pegula Sports and Entertainment’s executive vice president of business development. “Through our partnership with ECMC, we have created several events around

Western New York that will encourage awareness, increase screening, celebrate survivorship, and further promote education.”

Bills legend and cancer survivor Jim Kelly began to spread the word, raising awareness for the Crucial Catch against cancer with a heartfelt video on BuffaloBills.com that profiles some of the events taking place this week.

ECMC and Buffalo Bills alumni hosted a special screening event that included prostate cancer screening information and flu shots. Several alumni were present at ECMC for the event. Dunn Tire hosted an awareness event at its Olean location (515 W State Street) featuring the ECMC Mammography Coach. Women were encouraged to make appointments throughout the day for a free breast cancer screening. Jim Kelly educated Western New Yorkers on the specifics of head and neck cancer. The Hall of Fame quarterback joined Dr. Maureen Sullivan at ECMC to share the story of his battle with the disease and explore ways to increase prevention. The information was presented in a special video on BuffaloBills.com and Bills social media channels. The Bills and ECMC celebrated survivorship. Bills players publicly declared their fight for loved ones affected by the disease. The team also unveiled a special edition Yowie, a creative clothing item with several uses, which were given to fans at 10/22/17 game.

When the Buffalo Bills hosted Tampa Bay on 10/22/17, the team joined together for a Crucial Catch against cancer. Prior to the game, the Bills welcomed more than 50 survivors of all forms of the disease onto the New Era Field turf where they were honored for their heroic battles. The first 50,000 fans received the special edition Bills/ECMC Yowie, and all fans were invited to participate and publicly declare their fight through a special snapchat filter.

ECMC President and CEO Thomas J. Quatroche Jr., Ph.D. said, “ECMC is honored to partner with the Buffalo Bills as we provide cancer screening services to our community, support our patients currently receiving treatment and celebrate cancer survivors who inspire all of us. The NFL’s Crucial Catch week is an excellent opportunity to remind our families, friends and colleagues the importance of early screening for cancer. At ECMC, we are committed to providing the highest quality care for patients diagnosed with cancer, supporting them every step of the way with unbelievably dedicated, skilled and compassionate caregivers.”

### **Legal Assistance Center Opens at ECMC**

#### ***MedLaw Medical-Legal Partnership Now Provides Free Legal Services for Patients***

The Center for Elder Law & Justice (CELJ), Erie County Medical Center Corporation (ECMCC), Western New York Breast Health, and the ECMC Foundation announced, on February 16, 2017, the opening of the MedLaw Cancer Partnership of Western New York. The medical-legal partnership offers free legal assistance to ECMC patients who qualify.

A medical-legal partnership (MLP) unites the health care community with a civil legal services agency under a common mission – to address and prevent health-harming social conditions for vulnerable patients and communities. MLPs link lawyers, with doctors, nurses, social workers, and other clinical staff to help patients address underlying legal problems that harm their health.

People, such as those who live in low-income households, the elderly, or others in vulnerable situations, can be negatively impacted by their socio-economic circumstances which can become a detriment to improving their health and wellness. Social determinants of health can cause or contribute to legal problems that become a source of stress for patients and can become a barrier to receiving medical treatment.

The goal of MedLaw is to address a patient’s legal needs that are beyond the scope of a healthcare provider’s clinical capacity and expertise. Attorneys from CELJ are now located at ECMC as an integral part of the patient care team. Referrals to MedLaw are being made directly by healthcare providers who are trained to identify common legal problems impacting their patients.

MedLaw provides community education and offers full representation and/or brief advice and counsel in such matters as: access to state and federal public benefits, health insurance, housing and utilities, employment, legal status, planning for future decision-making, end of life planning, consumer issues, and other personal/family concerns.

In addition to the legal assistance center, MedLaw is providing training sessions for hospital staff, and educational events on important legal topics for patients and the community.

MedLaw is currently serving ECMC, Mobile Mammography Unit, and Western New York Breast Health patients being treated for breast cancer, at risk of breast cancer, or being treated by ECMC’s palliative medicine team. Preference is given to low-income individuals. MedLaw will later expand services to help other qualifying ECMC patient populations.

New York State Assemblymember Crystal Peoples-Stokes said, “MedLaw is the result of a rational, creative and solution-oriented approach to addressing patient needs. These support services are helping to close the loop and minimize external issues that may affect patient’s health. I support and congratulate ECMC, Center for Elder Law and Justice, ECMC Foundation, and WNY Breast Health for bringing this to fruition and wish you and your patients improved health and much success.”

New York State Assemblymember Monica Wallace said, “It’s great to see this collaboration between the Center for Elder Law and Justice and ECMC that puts the patient first in a time of uncertainty in their lives. The launch of MedLaw will ensure that patients can focus on their treatment and recovery, with pro bono legal services giving them peace of mind in matters of housing, insurance, benefits, and other areas that would otherwise cause stress to the patient.”

City of Buffalo Mayor Byron W. Brown said, “The launch of MedLaw is a monumental partnership for our region. Not only will it expand eligibility and access to free legal services for Buffalo residents, it is specifically designed to help some of our most vulnerable residents – those facing cancer and other serious diagnoses. Additionally, MedLaw will offer community educational events to the general public and in its work, it will offer life-saving help and instructional opportunities for City residents to improve their knowledge and quality of life.”

Andrew L. Davis, MBA, Chief Operating Officer, ECMCC, said, “The patient has always been at the center of the care we deliver. ECMC is a special place, with dedicated caregivers. We now have dedicated attorneys on-site to provide specialized medical-legal services. We are grateful to the professionals from CELJ, Western New York Breast Health, ECMC, and our Foundation for working together to offer these very much needed services to those patients who require this assistance.

Rachel S. Baldassaro, Esq., Project Director of MedLaw, said, “MedLaw combines the passion and knowledge of a proven legal services agency with the prestige of one of our region’s largest hospitals, including the skills of exceptional healthcare providers, all in an effort to improve health outcomes and quality of life for our local population.”

Dr. Kathleen Grimm, Supportive Medicine Services, ECMC; and Clinical Assistant Professor of Medicine, University at Buffalo, said, “A person’s health can be significantly impacted by social, economic, and environmental factors which are outside of the realm of expertise of the doctor or other



clinician providing medical care. We anticipate that this new medical-legal service, for those who require such assistance, will contribute to the reduction of patient stress and ultimately improve patient outcomes.”

**ECMCC Immediate Past Board Chair Appointed to  
Statewide Healthcare Organization Governing Board**

*Sharon L. Hanson appointed to the Governing Board of the Healthcare Trustees of New York State*

Erie County Medical Center Corporation (ECMCC) Immediate Past Board Chair Sharon L. Hanson was appointed to the Governing Board of the Healthcare Trustees of New York State (HTNYS). The HTNYS Board is composed of 25 Trustees who represent 500 hospitals, continuing care organizations, and health systems from all regions across the state.

ECMCC Chair Sharon L. Hanson said, “I am honored to join representatives from other healthcare organizations across the state on the Governing Board of the Healthcare Trustees of New York State. I am particularly proud to represent the thousands of caregivers from our ECMCC family, advocating on their behalf as well as other healthcare providers in Western New York and across New York, who are committed to providing the best healthcare services to the patients who seek our care.”

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, “This is a tremendous honor for Sharon and recognition of ECMCC’s stature as a valued and important healthcare organization. Sharon’s selection to serve on the HTNYS Board is a testament to her dedication to ECMCC, and her healthcare knowledge and experience that comes from her many years of service on the ECMCC Board. Earlier this year, Sharon received the 2016 Healthcare Trustees of New York State Trustee Leadership and Advocacy Award. Her work as an advocate on behalf of our thousands of caregivers, as well as the diverse patient population we serve, was an important factor in her appointment. We are thrilled that Sharon will be representing ECMCC on this prestigious board and we congratulate her!”

For many years, Ms. Hanson, in various leadership positions at the hospital, has been instrumental in working with the dedicated ECMCC caregivers, the ECMCC Board and the broader community guiding ECMCC to great success. She has been a tireless advocate, alongside her fellow Board members, for the mission and goals of ECMCC, ensuring the delivery of quality care for everyone in our community, no matter their circumstance.

Thanks to Ms. Hanson’s leadership, ECMCC has never been busier in its storied history. And while the hospital’s activity figures in every measureable category are up, the length of stay for patients is down, which underscores a well-designed and executed patient management system.

**ABOUT HEALTHCARE TRUSTEES OF NEW YORK STATE:** Healthcare Trustees of New York State (HTNYS) proudly supports New York’s hospital and health system trustees as an affiliate of the Healthcare Association of New York State (HANYS). HTNYS’s mission is to assist voluntary healthcare trustees through education, communications, and advocacy to promote the delivery of quality healthcare to all communities in a cost effective manner. HTNYS provides leadership, and continuous learning and growth for trustees of all experience levels, offering the education, support, resources, and timely information trustees need to better understand and navigate the shifting healthcare landscape, advocate for their organizations, and fulfill their governance responsibilities.

### **“Chairman’s Award” to ECMC Corp. President & CEO Tom Quatroche**

The Seneca Diabetes Foundation (SDF) on February 3<sup>rd</sup>, 2017, presented ECMC President & CEO Tom Quatroche Jr., PhD, with the prestigious 2017 Barry and Deanna Snyder Chairman’s Award for his years of service and commitment to the delivery of quality health care services to the residents of Western New York, including the approximately 8,000 enrolled members of the Seneca Nation of Indians.

### **ECMC Medical-Dental Staff Officer Nominations**

The ECMC Corporation Medical-Dental Staff announced in January 2017, nominated officers:

**President: Kathleen T. Grimm, MD, FAAP, FACP:** Dr. Kathleen Grimm is a member of the Board of Directors at ECMC. In addition, she currently works in clinical practice at the Center for Hospice and Palliative Care in Buffalo and as a Clinical Assistant Professor of Medicine at the State University of New York at Buffalo School of Medicine and Biomedical Sciences. Board certified in pediatrics, internal medicine and hospice and palliative medicine, her prior roles have included a tenure at SUNY Buffalo’s Division of Internal Medicine/Pediatrics, as well as practice in the Adolescent Clinic of Women and Children’s Hospital of Buffalo and Quaker Medical Associates. Previously, she was a Registered Nurse at Buffalo General Hospital and Lancaster General Hospital in Pennsylvania. She has received a number of awards for her leadership and practice, including the Canisius College Distinguished Alumni Award, the ECMC Foundation Chairman’s Distinguished Service Award, and the Frederick B. Wilkes Pediatric Award. In addition, Dr. Kathleen Grimm is a fellow of the American College of Physicians and the American Academy of Pediatrics. A frequent presenter and lecturer, she has covered a number of topics concerning childhood obesity prevention, community health, and end of life care.

**President-Elect: William Flynn, MD:** Dr. William Flynn is Chief of Service in the Department of Surgery at ECMC. In addition, he serves as director of the Trauma Intensive Care Unit, attending staff surgeon, and interim chair of the Department of Surgery at the State University of New York at Buffalo. In these roles, he brings care to patients at some of the most critical junctures, including after accidents or critical injury. His experience encompasses decades of clinical work and successful outcomes in trauma, burn care, surgical treatment, and more, including certifications in advanced burn life support, advanced trauma life support, and advanced cardiac life support. Dr. William Flynn is also Vice-Chair for Clinical Affairs and Associate Professor for the SUNY Buffalo School of Medicine and Biomedical Sciences, where he helps train up-and-coming medical talent in the work of critical care. In addition to his clinical work, he focuses his research and publications on a number of topics related to trauma care. Dr. William Flynn has earned a number of awards over the course of his career, including being named the Lifeline Distinguished Physician Honoree and the Young Surgeon of the Year Award.

**Treasurer: Michael Cummings, MD:** As Executive Director of Behavioral Health at ECMC, Dr. Michael Cummings oversees all aspects of psychiatric and chemical dependency treatment at ECMC. Over the course of his career, he has focused on a variety of psychiatric topics, with special expertise in child and adolescent psychiatry. In addition to his role at ECMC, Dr. Michael Cummings is also Assistant Professor of Clinical Psychiatry at the University at Buffalo School of Medicine and Biomedical Sciences, and serves as a psychiatric consultant to several organizations in Western New York, including Gateway-Longview Children’s Services and Crisis Services. Dr. Michael Cummings has been recognized with a number of awards over the course of his career, including the Josie Olympia Award and the Physician Excellence Award from ECMC.

**Immediate Past-President Sam D. Cloud, DO:** Dr. Samuel Cloud is an attending physician at ECMC, focusing on providing emergency care and oversight and education of residents studying emergency medicine. His research interests include physician wellness, as well as subarachnoid hemorrhage

detection. In addition to his patient care role at ECMC, he is also Associate Director of the Emergency Medicine Residency program, Assistant Clinical Professor of Emergency Medicine, and Associate Medical Director of the Office of Pre-hospital Care at the State University of New York at Buffalo. Board certified by the American Board of Emergency Medicine, Dr. Cloud also completed his own fellowship in emergency medicine at the University at Buffalo. With a career steeped in emergency medicine, he takes special pride in helping develop our community's next generation of emergency physicians.

Secretary: Jennifer Pugh, MD, MBA, FACEP: Dr. Jennifer Pugh is Associate Chief of Emergency Medicine at ECMC. Dr. Pugh completed her residency in Emergency Medicine at the University of Pittsburgh Medical Center and is board certified. She is a Fellow of the American College of Emergency Physicians. Dr. Pugh also works as an Emergency Medicine Physician for the Buffalo Sabres. She has been the recipient of numerous awards including the UBMD Emergency Medicine Teaching Attending of the Year Award, Chairman's Lightning Award for Excellence in Difficult Airway Education and the New York American College of Emergency Physicians Young Physician Leadership and Advocacy Award.

At-Large Members: Dori Marshall, MD; Gregory Bennett, MD; Weidun Alan, MD; Allied Health Professional: Richard Skomra, CRNA

### **Buffalo Spree names ECMC physicians to its 2017 Annual America's Top Doctors list**

In January of 2017 Buffalo Spree Magazine named 22 ECMC doctors as America's Top Doctors. Because of these doctors, ECMC has been able to establish leading medical programs in Western New York. The following doctors including their specialties included: Dr. Robert Ablove, Hand Surgery; Dr. Mark J. Anders, Orthopaedic Surgery; Dr. Lucia Balos, Pathology; Dr. Leslie J. Bisson, Orthopaedic Surgery; Dr. John J. Callahan, Jr., Hand Surgery; Dr. James K. Farry, Nephrology; Dr. Marc S. Fineberg, Orthopaedic Surgery; Dr. John R. Fudyma, Internal Medicine; Dr. Philip L. Glick, Pediatric Surgery; Dr. David M. Holmes, Family Medicine; Dr. Vivian L. Lindfield, Surgery; Dr. Thom R. Loree, Plastic Surgery; Dr. Anthony D. Martinez, Internal Medicine; Dr. Brian M. Murray, Nephrology; Dr. Saurin R. Popat, Otolaryngology; Dr. Kevin Pranikoff, Urology; Dr. Bernhard J. Rohrbacher, Orthopaedic Surgery; Dr. Philip M. Stegemann, Orthopaedic Surgery; Dr. Rocco C. Venuto, Nephrology; Dr. Charles E. Wiles, III, Surgery; Dr. Joseph A. Zizzi, Jr., Cardiovascular Disease.

### **ECMC Clinicians Selected to Participate in America's Essential Hospitals VITAL2017 National Event in Chicago in June of 2017**

VITAL2017 is the premier event for hospital leaders to discuss issues crucial to their patients and communities. The conference will focus on member hospitals and others who serve vulnerable populations. Participants will learn from experts and peers, gain insight on solutions and practices to ensure success in all aspects of their organization. Participants will explore key issues, including alternative payment methods, behavioral health, population health, and quality improvement. ECMC presenters chosen included:

ECMC Director of Palliative Medicine Katie Grimm, MD, and ECMC Director of Continuum of Care Sandra Lauer, RN, BSN, for their innovative work on advance care planning with *Your Voice, Your Values; The Conversation Project* at ECMC

ECMC VP of Systems and Integrated Care Becky Del Prince, RN, BSN, BC, and the Care Management Dept. upon acceptance in the Poster Session for a presentation on the topic *Discharging Challenging Patients: Hospital Community Collaborative*

ECMC VP of Medical Surgical Services Judy Dobson, RN, NP, and Lynne Golombek, RN, and the Medical-Surgical Dept. upon acceptance in the Poster Session for a presentation on the topic *Transdermal Drug Delivery System for Acute Postoperative Pain*

### **ECMC Oral Oncology Faculty Instructs Oral Clinicians during Annual Dental Meeting**

On Friday, October 6<sup>th</sup>, 2017, the Oral Oncology faculty at Erie County Medical Center (ECMC) presented the latest information relevant to dentists, hygienists and dental assistants in the diagnosis, treatment and long-term care of the patients with oral and oral pharyngeal cancer at the annual Buffalo Niagara Dental Meeting at the Buffalo Niagara Convention Center. This course covered the signs and symptoms of these cancers as well as the most common risk factors including HPV infection. Examples of clinical cases were utilized to explain treatment strategies before, during and after cancer therapy for the entire dental team. The clinical cases incorporated radiology, clinical photos, biopsy technique and maxillofacial prosthetics.

The ECMC Department of Oral Oncology & Maxillofacial Prosthetics was established in 2014 to provide cancer prevention, diagnosis, and management services to the WNY area. A multidisciplinary team approach is used to treat the oncology patient. Each doctor received their pre-doctoral education at the University at Buffalo School of Dental Medicine (UBSDM) and pursued post-doctoral training in Oral Oncology or Maxillofacial Prosthodontics at various institutes. The faculty members are affiliated with Otolaryngology within the UB Medical School, and several hold positions at the UBSDM.

### **Dr. Torres Appointed Medical Director for Terrace View**

*From poverty to academic recognition and clinical achievement, Alfredo Torres, MD, has come a long way from Puerto Rico to the mainland United States.*

Erie County Medical Center (ECMC) Corporation, in 2017, appointed Alfredo Torres, MD, FACP, CPE, as Medical Director of its Terrace View Long-Term Care Facility.

Alfredo Torres was born in Santurce, Puerto Rico and raised in Bronx, New York following his parents' emigration to the mainland United States. As a child, Alfredo Torres experienced the challenges of growing up in poverty, assistance from the welfare system, and caring for his mother who was chronically ill. Knowing he wanted to become a doctor, Torres was driven to succeed academically.

Torres attended the University of Rochester Medical School where he was awarded his Doctor of Medicine degree (1981). Dr. Torres went on to complete a surgical internship at Mary Imogene Bassett Hospital in Cooperstown, New York, and an Internal Medicine residency at Rochester General Hospital. Upon completion of his residency (1985) Dr. Torres practiced at Rochester General Hospital as an Emergency Department physician for 23 years. He served three terms as President of the Board of Directors for the Rochester Eye and Tissue Bank and was twice presented the "World of Difference Award" by the organization. Dr. Torres is board-certified in Internal Medicine, a fellow of the American College of Physicians (FACP) and a Certified Physician Executive (CPE).

Previously, Dr. Torres practiced medicine as a hospitalist for the Kaleida Health System in Buffalo, New York (2008-2012). He then accepted a position to initiate a hospitalist program at River Hospital, a

critical access hospital in New York’s Thousand Island region. While at River Hospital, he served as Director of Inpatient Medicine, Associate Director of Emergency Medicine, and Director of its “Convenient Care Clinic.”

### **ECMC Trauma Program Manager Linda Schwab Appointed ATCN Region 2 Director**

The Advanced Trauma Care for Nurses (ATCN) Committee, a division of the Society for Trauma Nurses, as of June 21, 2017, officially appointed ECMC Trauma Program Manager Linda Schwab, MS, RN, TCRN, as Region 2 Director for ATCN, effective immediately. The ATCN Committee selected Linda Schwab based upon her experience and commitment to ATCN, which they determined has provided strong preparation for the regional director role. The appointment is for a three year term, with a six year limit.

ATCN Region 2 covers New York, New Jersey, and the Commonwealth of Puerto Rico.

Linda Schwab is a Trauma Certified Registered Nurse (TCRN), one of the first trauma nurses in the country to take and pass the new exam to earn this credential through the Board of Certification for Emergency Nursing (BCEN). The TCRN is the first trauma-specific, national credential that designates expertise in trauma.

Linda Schwab has served in various clinical positions during her 36 years at ECMC. As Trauma Program Manager (2004-present) she works regionally and in collaboration with statewide committees to establish trends in the incidence of traumatic accidents and to implement research-based practice changes in trauma care and public health policy. She is extensively involved in outreach education for injury prevention. In 2007, Schwab was honored by the New York State Chapter of the American Trauma Society as the *Trauma Coordinator of Distinction* for New York State. Linda Schwab earned her Master of Science in nursing (2004) and her Bachelor of Science in nursing (1981) degrees from D’Youville College.

ECMC is Designated a Regional Adult Trauma Center by the New York State Department of Health (2015) and Nationally Verified as a Level 1 Trauma Center by the American College of Surgeons (2015). Since the early 1960s, ECMC has set trends in trauma and emergency care, developing practices, procedures and in some cases devices (such as the first crash cart) that have since become standards of care now used in hospitals across the nation and the globe.

### **ECMC CPEP Director Donna Gatti recognized with “The DAISY Nurse Leader Award”**

Donna Gatti, RN, Director, Comprehensive Psychiatric Emergency Program (CPEP), ECMC, in December of 2017, was recognized with *The DAISY Nurse Leader Award* as a leader among leaders. Donna shows the highest level of compassion and integrity in everything she does. She has a can-do spirit, and while she cannot always accomplish every task to the level that she would like, she is never deterred. Donna embodies exactly what the J. Patrick Barnes’ family envisioned as a DAISY Nurse Leader. She is empowering, compassionate, trusting, passionate, respectful and ethical always.

*The DAISY Award* is a national recognition to honor the amazing work nurses do for patients and families every day. Nominations are submitted by patients or family members to applaud the dedication and compassionate care of various nurses during the patient’s stay. Over the years, it became evident that the environment created by nurse leaders is a strong factor in how direct care nurses take care of patients.

These leaders are often not eligible for The DAISY Award in their organizations. However, they create a workplace where compassionate care thrives – and nurses deliver the quality of care that DAISY celebrates. So, The DAISY Foundation introduced *The DAISY Nurse Leader Award* to recognize and honor these special leaders.

### **Karen Konikoff Appointed VP of Critical Care and Emergency Services**

Karen Konikoff, RN, MSN, FNP-BC, was appointed to the position of Vice President of Critical Care and Emergency Services. In this role, Karen provides leadership to the Emergency Department (ED), Medical Intensive Care Unit (MICU), Trauma Intensive Care Unit (TICU), Burn Treatment Center (BTC), Cardiothoracic Unit (CTU), Wound Care, Respiratory Therapy Department, and the Trauma Program, as well as the Administrative Control Clerks (ACCs), Nursing Care Coordinators (NCCs), and the Staffing Office.

### **ECMC and ECMC Foundation Announce Nursing Professional Development Fund Recipients**

*\$56,000 in Scholarships Awarded to aspiring ECMCC staff to establish or further careers in nursing*

The Erie County Medical Center Corporation and ECMC Foundation, on December 7, 2017, awarded \$56,000 in scholarships for the ECMC Foundation Nursing Professional Development Fund for ECMCC staff to establish or further careers in nursing.

The scholarship funds provide financial support for ECMCC employees who met specific guidelines to establish or further their careers in nursing. The one-time grants of \$1,000 per person were awarded to 56 qualifying ECMCC employees who are pursuing their Registered Nursing (RN) degree or Registered Nurses who are pursuing their Bachelor of Science in Nursing (BSN) degree.

Jonathan A. Dandes, Chair, ECMC Foundation said, “ECMC Foundation is proud to provide this key support to our dedicated employees who wish to further their career in nursing. Having met the criteria of this program, we know that these worthy individuals will continue to make great contributions to the healthcare needs of our patients and strengthen the overall functions of ECMC.”

Thomas J. Quatroche Jr., PhD, President & CEO, ECMC Corp. said, “ECMC’s frontline staff truly care about the work they do for our patients, caring for them no matter the circumstance, and this program will further assist these dedicated caregivers to reach their dreams and goals to care for others. We thank the Foundation for developing this program and we are proud we can play a part in helping our ECMC family members achieve their career ambitions.”

Karen Ziemianski, MS, RN, Sr. Vice President of Nursing, ECMC said, “Professional development and expanding academic opportunities are important to the nurses who make ECMC a leader in healthcare service delivery in Western New York. Thanks to this creative program from the ECMC Foundation, our excellent nurses have yet another avenue to pursue the important levels of education that will support their strong desire to provide the very best care for the patients they serve.”

## **Haitian Rehab. Clinicians Undergo Intensive Training by ECMC & D’Youville Clinical Rehab. Specialists**

Erie County Medical Center (ECMC) Corporation, on October 24, 2017, hosted two Haitian rehabilitation clinicians who had been undergoing intensive rehabilitation therapy training through D’Youville College since October 9, 2017. The clinicians coordinated training sessions at School 84 on the ECMC Health Campus and at ECMC’s Department of Rehabilitation Medicine.

Cedieu Fortilus, a Rehabilitation Technician manages a rehabilitation clinic in his native Haiti. His patient case mix includes: pediatrics, people with orthopaedic and back problems, stroke, and amputations. Wilfrid Macena was a welder in Haiti before being injured by the 2010 earthquake, after which he lost his right leg due to the injury and subsequent infection. Macena has since been trained in prosthetics and orthotics in Haiti. Both Haitian clinicians have been participating in intensive training in several areas. D’Youville and ECMC Physical Therapy (PT) and Occupational Therapy (OT) faculty, alumni and current students offered educational sessions in: splinting, pediatrics, back care, body mechanics, and more.

The visit and training were coordinated through the Haiti Rehab Project founded by Ginger Oliver, PT, a physical therapist from the Utica, New York area, who was inspired to help the Haitians after the devastating 2010 earthquake.

ECMC Corporation President and CEO Thomas J. Quatroche Jr., PhD, said: “This is truly a noble humanitarian collaboration. ECMC, D’Youville, and School 84 staff, as well as our Haitian visitors, are demonstrating their compassion for those Haitians impacted by the earthquake, as well as members of our community who require the rehabilitative and therapeutic expertise of these skilled clinicians and their American counterparts. I congratulate and thank all involved for their efforts.”

D’Youville College President Dr. Lorrie Clemo said: “Any particular global crisis requires that we all help to the level of our abilities. That’s what a mission based organization does” said Dr. Lorrie Clemo, president of D’Youville College. “At D’Youville College we give our students the opportunity to be involved in real-world experiences, in addition to classroom learning, so they become problem solvers and compassionate leaders in the health professions. The ability to partner with ECMC and School 84 was essential in this case.”

D’Youville College Physical Therapy Department Chair Dr. Lynn Rivers said: “All D’Youville college school of health profession faculty and students are committed to service. It’s just part of what we are” said Dr. Lynn Rivers, chair of the D’Youville College Physical Therapy Department. “The exciting part of this particular trip for us is that we brought health professionals from Haiti to our campus. Students, faculty and many local clinical partners including ECMC and School 84 trained them and equipped them with technology and are returning them to their country better able to service their patients in the long term. This is a sustainable solution.”

A full school day at School 84, on the ECMC Health Campus, enabled the Haitians to observe physical and occupational therapy, see adaptive equipment, power wheelchairs, augmentative communication devices, etc. The instruction in ECMC’s Rehabilitation Department provided increased awareness in rehabilitation practices for patients who have brain injury, amputations, stroke, and other injuries/illnesses. D’Youville’s Information Technology faculty and staff have been training the Haitian clinicians in computer technology on new laptops, which are being donated to them along with a projector and printers. D’Youville College has also committed to on-going collaboration with the Haiti Rehab Project with the intent to provide telemedicine conferencing with the Haitian clinicians once they return to Haiti.

## **ECMC Awards Certificates of Appreciation**

The ECMC Corporation Board of Directors, on March 29, 2017, presented Certificates of Appreciation to members of the NFTA Transit Police, ECMC Police and the ECMC Emergency Department for their coordinated effort on March 15, 2017 in saving the life of a defenseless infant, who was rescued by NFTA Transit Police Officer David Capretto and transported by Officer Capretto to ECMC's Emergency Department. The Board commended the group for having "demonstrated the highest level of professionalism and compassion in responding to an emergency situation involving a defenseless 3-month-old infant and provided for the child's safety by participating in a well-coordinated and expertly executed process of transporting the child to Erie County Medical Center's Emergency Department, where immediate medical care was provided and the child's condition was stabilized."

### **Artie Awards/Theatre Funds Raised for ECMC**

*\$20,000 raised by Buffalo theatre and annual Artie Awards audiences presented to ECMC for  
HIV/AIDS and Immunodeficiency Services*

27<sup>TH</sup> Annual Artie Awards presenter WNED | WBFO, on July 31, 2017, held a news conference in downtown Buffalo to present a \$20,000 donation for ECMC's I HIV/AIDS and Immunodeficiency Services.

Artie Awards Founder and Co-host of WBFO's "Theater Talk" Anthony Chase presented the donation to Tom Quatroche, President and CEO of ECMC Corporation. The funds were raised through contributions from theatre audiences and proceeds from this year's 27<sup>TH</sup> ANNUAL ARTIE AWARDS ceremony held June 5<sup>th</sup>, 2017. Mr. Chase and Dr. Quatroche were joined by leaders of Buffalo's theatre and cultural community, including: Michael Murphy, President and CEO, Shea's Performing Arts Center; Randall Kramer, Executive Director, Musicalfare Theatre; and Vincent O'Neill, Artistic Director, Irish Classical Theatre Company.

Artie Awards Founder and Co-host of WBFO's "Theater Talk" Anthony Chase said, "We all know that the theater and cultural community has a significant economic impact on our region. Our thriving theater community not only creates exciting art on a daily basis but takes great pride in being a true force for good in our community. We are especially pleased to be able to support the wonderful work being done through ECMC Immunodeficiency Services."

ECMC President and CEO Thomas J. Quatroche Jr., Ph.D., said, "On behalf of the ECMC Foundation and ECMC Corporation, I would like to express our sincere appreciation and thanks for this very generous donation to ECMC Immunodeficiency Services. I assure you that these funds will be put to very good use for the benefit of our HIV/AIDS patients."

ECMC's HIV/AIDS and Immunodeficiency services are the largest comprehensive care center of its kind in Western New York. The hospital's immunodeficiency clinic is also a PCMH Level 3 Certified Clinic

The Immunodeficiency Services group strives to meet the needs of people with HIV/AIDS with physicians, nurse practitioners, pharmacists, nurses, case managers, nutritional consultants, drug counselors, and mental health counselors on staff and also through partnerships with a myriad of community agencies.

In providing care, the Immunodeficiency Services group aims to meet several important goals: Improving quality of life for HIV-positive patients through early intervention and optimal care; Providing HIV/AIDS



clinical education and consultation to providers; Offer advocacy and case management services for HIV/AIDS patients; Establish HIV prevention as a top priority.

**ECMC Announces 10<sup>th</sup> Annual Summer Youth Intern Program**  
*Hospital program continues to stand as the only such program in the region*

The Erie County Medical Center Corporation's (ECMCC) 10<sup>th</sup> Annual Summer Youth Intern Program held, on July 7<sup>th</sup>, 2017, an orientation for 130 high school students who will participate in a four-week comprehensive self-development program for area high school students administered by the ECMC Foundation. Fifty percent of the participating students come from Buffalo Mayor Byron Brown's Summer Youth Employment and Internship Program.

Buffalo Mayor Byron Brown said, "My annual summer youth employment and internship program has put thousands of young people from neighborhoods in every section of our city to work, and in 2017 we are spending the most money in Buffalo history on youth summer employment. The 130 young people who are at ECMC will experience real-life, workplace experience, where they'll see firsthand the demands of a busy health care facility that has an important impact on the lives of citizens. I am very appreciative that ECMC continues to partner with my Administration on this very worthy summer youth employment initiative that will expose our children to a brighter future."

ECMCC President and CEO Thomas J. Quatroche Jr., Ph.D., said, "ECMC is proud to host the 10<sup>th</sup> Annual Summer Youth Intern Program, thanks to the strong support of Mayor Brown, ECMC Foundation and the First Niagara Foundation. This competitive program helps educate our youth and provide them with opportunities to serve the patients of our community. The participating students are brought into the daily workings of ECMC and are provided an in-depth understanding of how our hospital functions and cares for the patients we serve. This is an excellent opportunity for the students to see how healthcare is delivered to the patients we serve and to consider their potential future pursuit of a career in this very challenging and rewarding field."

The program, sponsored by ECMC Foundation, the City of Buffalo and Mayor Brown, and the First Niagara Foundation, offers summer interns a hospital-based career exploration to stimulate interest in employment in health care services and to help meet the future need for qualified personnel in this field. They are required to work two (2) six-hour days for a total of 12 hours per week, which includes a hospital-based career exploration program; a heart health education program, an accident prevention course and/or a CPR certification course.

**I-2.)** Financial reports, including (i) audited financials in accordance with all applicable regulations and following generally accepted accounting principles as defined in subdivision ten of section two of the state finance law, (ii) grant and subsidy programs, (iii) operating and financial risks, (iv) current ratings, if any, of its bonds issued by recognized municipal bond rating agencies and notice of changes in such ratings, and (v) long-term liabilities, including leases and employee benefit plans

- (i) Audited Financial Report – Report at and for the year ended December 31, 2017 is included in this report**
- (ii) Grant and Subsidy programs - please see page 51 of Audited Financial Report “Schedule of Expenditures of Federal Awards”**
- (iii) Operating and Financial Risks**

The Operating and Financial Risks are discussed within the Audited Financial Report attached.

**(iv) Current Bond Ratings**

Information related to the long term debt and bonds of ECMCC are contained within the audited financial report attached. There are no ratings associated with the debt of ECMCC and the reader should look to the ratings of Erie County whose relationship with the debt is also discussed within the audited financial report.

**(v) Long Term Liabilities and Employee Benefit Plans**

Long term liabilities, including those associated with employee benefit plans are presented in the audited financial report attached.

**I-3.) Mission statement and measurements including its most recent measurement report**

**ECMC Corporation Mission Statement:** To provide every patient the highest quality of care delivered with compassion.

**ECMC Corporation Affiliation Statement:** The ECMC Corporation is affiliated with the University at Buffalo School of Medicine and Biomedical Sciences.

## MISSION

To provide every patient the highest quality of care delivered with compassion.

## VISION

### ECMC WILL BE A LEADER IN AND RECOGNIZED FOR:

- High quality family centered care resulting in exceptional patient experiences.
- Superior clinical outcomes.
- The hospital of choice for physicians, nurses, and staff.
- Strong collaboration with community partners to improve access to healthcare and the quality of life and vitality of the region.
- Academic affiliations that provide the best education for physicians, dentists, nurses, and other clinical staff.

## CORE VALUES

### ACCESS

All patients get equal care regardless of their ability to pay or source of payment. We address the healthcare needs of each patient that we can appropriately serve, without bias or pre-judgment.

### EXCELLENCE

Excellence is a standard that will never be lowered; there is an expectation of excellence in all areas.

### DIVERSITY

We recognize the importance and value of diversity and the enrichment that diversity can bring to ECMCC.

### FULFILLING POTENTIAL

We respect the value and potential of each individual as offering a significant contribution to the good of the whole organization. Personal growth and development is important for organizational success.

### DIGNITY

Each individual, no matter his or her limitations, background or situation, has intrinsic dignity and unique capabilities.

### PRIVACY

We honor each person's right to privacy and confidentiality.

### FAIRNESS and INTEGRITY

Equity and fairness are guidelines for all decision-making. We demand personal and institutional integrity.

### COMMUNITY

In accomplishing our mission we remain mindful of the public's trust and are always responsive to the immediate surrounding community and our natural environment. This commitment represents both our organization and us as individuals. A successful future for ECMCC depends on a vibrant community and a healthy environment.

### COLLABORATION

Collaboration with other organizations is beneficial within the context of our mission and is fundamental to achieving our goals.

### COMPASSION

All involved with ECMCC's service delivery demonstrate caring, compassion, and understanding for patients, employees, volunteers, and families.

### STEWARDSHIP

We can only be successful in carrying out our mission through solid financial performance and by assuring that resources provided to us are used effectively, in the way they were intended, and for the benefit of our patients and community.



The difference between healthcare and true care™



**I-3.) Mission statement and measurements including its most recent measurement report**

**Authority Performance Measurement Report  
December 31, 2017**

*Name of Public Authority:*       **Erie County Medical Center Corporation**

*List of Performance Goals – 2017:*

1.     Achieve and maintain a high level of quality in all clinical services
2.     Business performance/Operations – expand clinical growth, maintain profitability
3.     Focus on Patient Experience

**Authority Performance Measurement Report  
December 31, 2017**

*Name of Public Authority:*       **Erie County Medical Center Corporation**

*List of Performance Results – 2017:*

1.     Quality
  - a.     Reduction in fall, surgical site infection and readmission rates
  - b.     Reduction in acute care average length of stay with increased case mix
  - c.     Centralized clinic scheduling implemented
  - d.     Established HELP clinic in Comprehensive Psychiatric Emergency Program
  - e.     Three clinics have Primary Care Medical Home designation
  - f.     Terrace View achieved a Center for Medicare and Medicaid 4 Star rating
2.     Operations
  - a.     Achieved and surpassed operating and capital budget goals
  - b.     Completed financing transaction facilitating emergency department construction
  - c.     Emergency department construction project started
  - d.     Implemented collaborative oncology program
  - e.     Integrated palliative care service into operations
  - f.     Inpatient, Outpatient, Ambulatory and Terrace View sub-acute volume growth
  - g.     Recruited additional physicians for service line expansion in; orthopedics, head and neck, transplant, bariatrics and GI
3.     Patient Experience
  - a.     Expanded patient experience advisory committee
  - b.     Lobby architectural renderings complete
  - c.     Improvement in all domains measuring patient experience
    - i.     6 of 11 domains better than NYS and National levels
    - ii.    10 of 11 domains better than NYS level
  - d.     12 training programs offered with 5,736 participants including
    - i.     Cultural sensitivity
    - ii.    Respect in the workplace
    - iii.   Leadership Development

**Authority Performance Measurement Report  
December 31, 2017**

*Name of Public Authority:*        **Erie County Medical Center Corporation**

*List of Performance Goals – 2018:*

1. Maintain a high level of quality in all clinical services
2. Continuous Improvement in Patient Experience
3. Continue staff training and development
4. Achieve operating and capital budget goals

**I-4.)** Schedule of bonds and notes outstanding at the end of its fiscal year, together with a statement of the amounts redeemed and incurred during such fiscal year as part of a schedule of debt issuance that includes the date of issuance, term, amount, interest rate and means of repayment. Additionally, the debt schedule shall also include all refinancings, calls, refundings, defeasements and interest rate exchange or other such agreements, and for any debt issued during the reporting year, the schedule shall also include a detailed list of costs of issuance for such debt

**Erie County Guaranteed Senior Revenue Bonds, Series 2004**

No bonds were issued, called, or re-financed during 2017.

\$3,020,000 of bonds matured or were redeemed in 2017.

\$78,910,000 of 2004 bonds remain outstanding at December 31, 2017.

**Erie County Loan Payable-2011**

Refinanced during 2017.

**Erie County Loan Payable-2017 (Refinance)**

During 2017, the Corporation refinanced its 2011 Loan with a \$74,366,859 loan from the County of Erie.

\$1,968,622 in principal payments were made in 2017.

\$72,398,237 of debt is outstanding at December 31, 2017.

**Erie County Loan Payable-2017 (New Money)**

During 2017, the Corporation entered into a \$99,492,034 loan with the County of Erie.

\$230,790 in principal payments were made in 2017.

\$99,261,244 of debt is outstanding at December 31, 2017.

**Erie County Capitalized Interest Assumption Obligation-2017**

During 2017, the Corporation entered into an \$8,281,141 capitalized interest assumption obligation with the County of Erie.

\$19,210 in principal payments were made in 2017.

\$8,261,931 of debt is outstanding at December 31, 2017.

**ECMC Corporation Annual Report as required by New York Public  
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**Key Government Finance Master Tax Exempt Lease/Purchase Agreement**

During 2015, the Corporation entered into a \$10,000,000 capital lease obligation  
\$2,165,652 in principal payments were made in 2017.  
\$5,642,164 of debt is outstanding at December 31, 2017.

**Key Bank Loan**

During 2016, the Corporation entered into a \$8,100,000 business loan  
\$67,500 in principal payments were made in 2017.  
\$8,032,500 of debt is outstanding at December 31, 2017.

For additional information, please see Footnote #8 of the Audited Financial Report

- I-5.)** A compensation schedule, in addition to the report described in section twenty-eight hundred six of this title, that shall include, by position, title and name of the person holding such position or title, the salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary is in excess of one hundred thousand dollars; (5-a) biographical information, not including confidential personal information, for all directors and officers and employees for whom salary reporting is required under subparagraph five of this paragraph.

<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>MIDDLE INITIAL</b>	<b>TITLE</b>	<b>TOTAL COMPENSATION</b>
Abafita	Aziza		General Duty Nurse	104,245.40
Abbey	Denise	L	Behavioral Health Clinical Manager	104,863.63
Ahmed	Mohamed	S	Medical Specialist PT	151,157.14
Amsterdam	Daniel		Director Laboratory	180,578.37
Anders	Mark	J	Medical Specialist	116,549.13
Andronico	Donna	A	General Duty Nurse	102,965.07
Aquilina	Therese	M	Unit Manager Ambulatory Care	107,648.25
Arnold	William	R	Nursing Informatics Mgr.	117,551.21
Bailey	Steven	E	Nursing Team Leader LTC	109,106.56
Baker	Shawn	D	General Duty Nurse	100,505.27
Ball	Therese	M	Nurse Practitioner ECMC	117,631.76
Ball	Diane	M	Minimum Data Set Specialist	100,999.16
Barrett	Susan	M	Charge Nurse	105,407.41
Bartosiewicz	Christine	M	General Duty Nurse	112,528.46
Bass	Edmond	G	Nursing Informatics Mgr.	101,224.98
Beauchamp	Sandra	A	Nurse Case Manager	105,329.48
Beckman-Pilcher	Karen	M	Clinical Nurse Specialist Emerg. Svcs.	135,391.64
Bethea	Marquita	E	Director of Admissions LTC	107,957.47
Billittier	Anthony	J	Assistant Medical Director ECMC	222,368.14
Biondolillo	Rhonda	M	Nursing Team Leader	100,947.78
Blair	Lindsey	N	Charge Nurse	101,056.49
Bliss	Mary	A	General Duty Nurse	109,842.57
Borton	Angela	R	Pharmacist ECMC	123,916.70
Both	Brenda	L	General Duty Nurse	118,558.19
Bozich	Danielle	E	Director of Recruitment and Training	101,058.76
Brinker	Debra	L	Charge Nurse	103,989.03

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Brinkworth	Jennifer	L	Charge Nurse	113,130.93
Brock	Carole	D	Anesthetist	183,448.73
Brown	Dana	A	Anesthetist	188,236.87
Brown	Donna	M	Associate Hospital Administrator	116,390.66
Brown	Lisa	K	Director of Nursing Service LTC	110,147.85
Brown	Jillian	S W	Behavioral Health Clinical Manager	104,273.48
Brundin Jr	Douglas	A	Anesthetist	175,760.59
Buono	Deanne	L	General Duty Nurse	100,285.01
Burgio	Susan	M	Chief Clinical Laboratory Technologist	102,521.72
Burke	Mark	S	Attending Physician	582,163.53
Burridge	Suzanne	L	Pharmacist ECMC	122,002.23
Burt	Mary	M	Charge Nurse	112,623.28
Buxton	David	C	Senior Stationary Engineer	106,236.79
Bystrak	Cathy		General Duty Nurse	106,547.12
Carlo	Joseph		Senior Hospital Public Safety Officer	107,857.24
Carroll	Laurel	A	Behavioral Health Clinical Manager	108,168.55
Caruana	Joseph	A	Attending Physician	429,080.34
Cassetta	David	C	Charge Nurse	139,666.58
Cavaretta	Mark	F	Attending Physician	368,792.03
Cherkis	Jennifer	L	Transplant Coordinator	152,849.76
Chizuk	Steven	M	Director of Budget ECMCC	125,837.63
Ciccia	Frank	J	Consultant IV PT	138,152.00
Cieri	Margaret	M	Nursing Care Coordinator	125,040.34
Cirillo	Joseph	B	Director Public Relations Communication	101,491.60
Cleckley	Shonda	S	Unit Manager Behavioral Health	113,260.45
Cleland	Richard		Former Chief Executive Officer ECMC	519,230.70
Codd	Margaret	A.	General Duty Nurse	100,528.49
Colebeck	Amanda	C	Dentist MC	210,034.39
Collichio	Alexander	C	Director of Labor & Employee Relations	122,020.25
Colomaio	Rosemarie	F	Nurse Case Manager	109,130.05
Colucci	Anthony	J	General Counsel RPT	565,590.03
Coniglio	Julia	G.	Anesthetist	159,418.97
Cretacci	Nicole	A	Unit Manager Medical-Surgical	103,484.91
Crowe	Ruth	M	Nursing Team Leader LTC	113,275.59
Culkin-Jacobia	Julia	M	Chief Human Resources Officer	267,500.00
Cumbo	John	Nicholas	Director of Technical Services	155,908.29
Cutler	Peter	K	VP of Communications & External Affairs	189,423.42
Cutrona	Sandra	R	Director of Medical Records	102,168.49
Cutting	Karen	E	Healthcare Business Sys Analyst	112,865.97
Czajka	Valerie		Nursing Supervisor LTC	105,608.42
D'Amaro	Gerald	F	Administrative Director of Laboratory Se	105,992.15
Darling-Krajcer	Mollyann		Charge Nurse	148,245.15
Davis	Howard	I	Anesthesiologist ECMC MC	488,840.54
Davis	Andrew	L	Chief Operating Officer ECMC	473,557.06
Davis	Cassandra	A	VP, Ambulatory Svcs. & Population Health	151,670.12
Davis	Kristen	M	Vice President Managed Care	150,675.10
Davis	Karen	A	Charge Nurse	101,259.81
DeFilippo	Jenna	B.	General Duty Nurse	101,807.10
Deguire	Janelle	C	Charge Nurse	105,559.24
DeLaPlante	Suzanne	J	Clinical Perfusionist	134,401.85
DelGuidice	Natalie		Clinical Pharmacy Specialist	122,746.19
DelPrince	Becky	S	VP of Systems and Integrated Care	163,999.88
DelVecchio	Regina	A	Staff Counsel ECMC	166,999.88
Denisco	Dawn	M	Anesthetist	179,203.35
Denny	Patricia	E	Director of Dialysis Operations	101,923.82

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DePinto	Anthony	T	Administrator LTC	149,181.94
Dhillon	Jaspreet	K	Attending Physician RPT	145,474.06
Diina	David	J	Nurse Pract. Transplant	156,317.37
Dipirro	Michele	L	Nursing Team Leader LTC	122,159.47
Dishunts	Olga		Nursing Inservice Instructor ECMC	111,010.05
Dobson	Judy	L	VP Medical-Surgical Nursing Services	165,077.73
Dolansky	Evan	P	Pharmacist ECMC	124,845.05
Dowdell	Anne	B	General Duty Nurse	102,830.73
Duffin	Joy	R	Nurse Case Manager	101,584.76
Durant	Jason	M	Network Analyst	121,810.53
Durante	Shelley	A	Anesthetist Per Diem	178,840.92
Dvinova	Larisa	M	Charge Nurse	114,364.62
Eckert	Patricia	L	Senior Ultrasonographer	113,929.17
Erhardt	Robert	M	Chief Hospital Public Safety Officer	163,064.50
Ervolina	Daryl	M	Senior Pharmacist ECMC	142,650.63
Everett	Charles	W	Anesthesiologist ECMC MC	497,492.83
Fagan	Lisa	M.	Transplant Coordinator	128,623.42
Fallis	Susan	K	Assistant VP of BH Nursing	127,000.00
Fegley	Michael	C	Vice President of Materials Management	126,024.12
Feidt	Leslie	A.	Chief Information Officer ECMC	215,993.91
Fenner	Nicholas	J.	Pharmacist ECMC	117,482.88
Ferguson	Richard	E.	Clinical Director RPT	368,169.45
Flaherty	Amy	A	Staff Counsel - Risk Management	107,998.80
Flett	Deborah	A	Nursing Team Leader LTC	104,162.40
Floyd	Kaitlin	R.	Charge Nurse	101,875.65
Flynn	William	J.	Clinical Director	163,383.13
Forgensi	Stacey		Anesthetist	162,373.67
Forsberg	Lynne	A	Senior Clinical Laboratory Technologist	103,925.99
Fowler	Julia	R	Charge Nurse	100,439.26
Frustino	Jennifer	L	Dentist MC	218,202.99
Fryling	Kathleen	M	Transplant Coordinator	141,886.98
Furlani	Lisa	A	Anesthetist	180,846.46
Furnari	Graziella		Clinical Pharmacy Specialist	125,904.85
Gagne	Melissa	S	Vice President Compensation Benefits and	135,905.45
Gallineau	Anne-Marie		Nursing Care Coordinator	126,198.37
Gary	Stephen	M	Chief Financial Officer ECMC	499,038.98
Gatti	Donna	M	Director CPEP	108,028.77
Gerard	David	G	Senior Pharmacist ECMC	157,168.52
Gerretsen	Carly	A.	Nurse Practitioner Plastics Recons. Surg.	115,164.15
Gerwitz	Randy	A	Director Pharmacy	166,804.29
Gian	Kathleen	M	General Duty Nurse	103,109.08
Giordano	Donald	J	Clinical Resource Nurse Emergency Svcs.	106,070.06
Gompah	Santosha	M	Unit Manager Medical-Surgical	102,344.39
Gonzalez	Susan	M	Executive Director ECMC Foundation	156,365.38
Gorczyński II	Thomas	S.	Information Technology Systems Architect	121,512.06
Gozdalski	Nicole	M	Charge Nurse	103,037.46
Green	Karen	A	Nursing Supervisor LTC	128,474.56
Grolemund	Stephanie	A	Anesthetist	160,100.53
Grzebinski	Jane	F	Pharmacist ECMC	127,112.26
Grzybowski	Helen	T	Inservice Education Coordinator	108,131.17
Gunther	Mark	W	Assistant VP of BH & Community	122,885.32
Harrington	Crystal	M	Charge Nurse	101,506.94
Hartman	Sandra	A	Nursing Care Coordinator Rehab Services	115,656.78
Haseley	Nicole	M	Transplant Coordinator	124,050.90
Hauss	Lisa Marie		Unit Manager Medical-Surgical	110,676.91
Hearon	David	H	Charge Nurse	125,013.64



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Heigl	Deborah	A	Nurse Case Manager	106,014.44
Hepburn	Jeremy		Nursing Care Coordinator	113,578.36
Hidalgo	Francisco		Code Compliance Manager	109,553.72
Hill	Tara	J	Charge Nurse	181,581.19
Hinderliter	Vanessa	S	Director Finance ECMC	128,296.19
Hoerner	Audrey	A	Nurse Practitioner Burn Treatment	128,571.75
Hoffman	Mary	L	Former Senior VP of Operations ECMC	350,000.04
Honkomp	Cheryl	L	General Duty Nurse	103,114.06
Horesh	Fayelyn	J	Anesthetist	158,975.90
Hughes	Robert	L	Nurse Case Manager	103,485.73
Hunt	Benjamin	J.	Charge Nurse	106,979.44
Hunter	Dorathy	M	Charge Nurse	144,772.05
Hyjek	Maria	A	Nursing Care Coordinator RPT	104,123.70
Hynes	Anne	Z	Nursing Supervisor LTC	112,986.16
Hyrek	Jean	M	Chief Clinical Laboratory Technologist	111,396.04
Iancu	Adriana		Charge Nurse	104,685.05
Jefferson	Linda		Psychiatric Case Manager	103,232.25
Jensen	Erik	J	Anesthesiologist ECMC MC	548,685.58
Johnson	Jarrold	G	Former Senior VP of Operations ECMC	287,446.60
Johnson	Marie	A	Assistant Vice President of Rehabilitation	135,087.50
Johnson	Maureen	B	Charge Nurse	124,732.63
Jones	Veronica	L	General Duty Nurse	121,515.25
Jones-Carter	Sandra	D	Charge Nurse	118,581.32
Juncewicz	Edmund		Anesthesiologist ECMC MC	188,533.24
Kapral	Elizabeth	B	Dentist MC	133,481.98
Kayler	Liise	K	Clinical Director RPT	204,993.73
Keenan	Lisa	A	Chief Clinical Psychologist	114,447.80
Kiblin	Patricia	A	Unit Manager Medical-Surgical	118,017.48
Kimori	Everesto	M.	General Duty Nurse	119,810.93
Klenk	Scott	D	Anesthetist	182,933.69
Kline	Timothy	J	Unit Manager Critical Care	105,193.53
Knox	Nicole	L	Director of Transplantation	102,884.12
Kolbert	Cynthia		Charge Nurse	108,520.08
Konikoff	Karen	S	VP Critical Care and Emergency Services	176,747.98
Kordasiewicz	Lynn	M	Nurse Practitioner Wound Care	124,362.15
Korff	Kathryn	C	Dentist ECMC RPT	179,094.33
Kossoff	Ellen	B	Senior Pharmacist ECMC	113,765.85
Kotoroka-Yiadom	Martin		General Duty Nurse	103,759.79
Ksiazek	Susan		Dir Of Med Staff Quality Education	157,658.62
Kuechle	Claire	S	Staff Counsel ECMC	137,307.41
Kwiatkowski	Andrew	J	Project Admin Health Info Tech	111,368.03
Labelle	Marc	P	VP Surgical Services	133,657.76
Lauer	Sandra	L	Director of Continuum Care	114,490.00
Lauter	Lori	J	Assistant Head Nurse	100,461.56
Lavarnway	Nicole	M	Nursing Supervisor LTC	120,330.20
Lawley	Melinda	M	Unit Manager Critical Care	105,455.12
Lehman	Leorosa	O	Asst. Director Clinical Lab Pathology	132,883.99
Lelonek	Susan	M	Charge Nurse	101,334.57
Lenhard	Eric		Pharmacist ECMC	127,631.08
Leyh	Virginia	M	Transplant Coordinator	133,984.40
Lezynski	Sharon	A	General Duty Nurse	107,707.25
Liebel	Bruce	K	Reimbursement Director ECMC	110,825.92
Lim	Meghan	K	Pharmacist ECMC	113,390.48
Longobardi	Theresa		Inservice Education Coordinator	118,361.18
Lorden	Bernard	N	Network Analyst	123,593.97
Loree	Thom	R	Clinical Director	760,168.86

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Luangrath	Phousavath	N	General Duty Nurse	121,716.20
Lucas	Paul	J	General Duty Nurse	100,253.83
Ludlow	Charlene	J	VP of Safety & Security	218,327.69
Lymburner	Leslie	K	Controller	177,636.03
Madoo	Kevin	M.	Director Plant Operations	104,943.06
Mailloux	Justine	A	General Duty Nurse	135,064.95
Makson	Theresa	M	Manager - Care Management	104,757.03
Malovich	Jeanne	M	Inservice Education Coordinator	104,609.09
Maltby	Michelle	A.	General Duty Nurse	111,122.35
Marczak	Juliet	M	Nurse Practitioner ECMC	106,074.82
Marella	Melissa	A	Ultrasonographer	107,001.71
Markiewicz	Anthony	A	Vice President Clinical Business Intelligence	161,066.37
Marso	Lisa	K	Anesthetist	139,505.77
Martin	Donna	M	Renal Services Support Nurse - Peritonea	108,309.87
Mason	Molly	A	Anesthetist	129,211.69
Mazur	Christopher		Pharmacist ECMC	119,127.53
McAndrews	Lisa	M	Charge Nurse	115,586.36
Mcdougall	Sarah	N	Pharmacist ECMC	113,596.42
McGuigan	Jessica	L	Unit Manager Medical-Surgical	108,683.07
McKeever	Ashley	L.	Anesthetist	158,186.10
McLean	Terrence	R	Dentist MC	268,892.42
McRae	Elizabeth	M	Charge Nurse	109,026.43
Melvin	Sonja	M	General Duty Nurse PART TIME	111,638.87
Mertowski	Cheryl	A	Director of Imaging Services	125,642.85
Meyers	Shannon		Anesthetist	162,676.41
Michaliszyn	Krystyna	A	Chief Clinical Laboratory Technologist	140,123.39
Minhas	Parveen	K	Nurse Pract. Transplant	156,655.38
Mitchell	Shawn	D	General Duty Nurse	130,271.85
Mogavero	Joseph	N	Healthcare Business Sys Analyst	106,244.29
Montesano	Susan		Nurse Case Manager	107,890.25
Moscato	Carla	J	Anesthetist	154,994.76
Mulvaugh	Andrew	R	Director of Respiratory Therapy Services	109,301.75
Mund	Nadine	M	Director of Corporate Compliance	143,068.69
Murawski	Phyllis	A	VP Transplantation & Renal Care	176,550.00
Murphy	Holly	R	Pharmacist ECMC	111,967.03
Murray	Brian	M	Medical Director ECMC	471,243.32
Musielak	Pia	L	Director Outpatient Operations Surgical Care	116,362.40
Myers	David	P	Anesthesiologist ECMC MC	497,492.83
Nasca	Maureen	S	Chief of Service Dentistry	403,240.22
Nawojski	Kari	A	General Duty Nurse	104,823.05
Ndow	Awa		General Duty Nurse	100,245.82
Neff	Melissa	A	Unit Manager Cardiac Cath Lab	155,067.66
Nesbitt	David	L	Staff Counsel (DSRIP)	119,615.63
Nicosia	Cheryl	A	Clinical Nurse Specialist Critical Care	126,535.28
Nizzaro	Kristen	L	Charge Nurse	104,142.12
Norcia	Deborah	C	Pharmacist ECMC	119,775.99
Oddo	Donna	M	Nursing Care Coordinator Emergency Dept.	135,407.77
Ordon	Cheryl	A	Nurse Case Manager	101,594.54
Ormond	JoAnn		VP Revenue Cycle	175,471.28
Ormond	John	T	Sr. VP. Finance and Accounting	137,897.13
Osmola	Joann	C	Senior Clinical Laboratory Technologist	186,341.64
Ott	Michael	C	Clinical Coord. Pharmacy Services	143,109.86
Ozanne	Lindsey	A	Director of Employee Health and Safety	108,128.14
Palczewski	Dolores	M	Chief Clinical Laboratory Technologist	139,369.70
Palermo	Loretta	L	General Duty Nurse	101,763.24
Panesar	Mandip		Chief Medical Information Officer	308,328.09

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Paolini	Karen	L.	Nurse Pract. Transplant	197,101.12
Parker	Michael	A	Psychiatric Social Worker	109,879.14
Pawenski	Edward	J	Director, Oncology Dentistry and Prosthetics	111,538.31
Peals	Letrice		Charge Nurse	103,892.90
Pecoraro	Cindy	M	Nursing Team Leader	100,586.34
Pellicane	Stephen	R	General Duty Nurse	108,532.71
Picciano	Thomas	D	Nurse Case Manager	106,848.36
Picciano	Cathleen	M	Clinical Documentation Specialist	104,122.89
Pilat	Cynthia	J	Charge Nurse	108,685.82
Plotkin	Scott	N	Anesthesiologist ECMC MC	493,166.68
Pollock	Michael	P	Network Analyst	122,022.48
Popat	Saurin	R	Attending Physician Con PT	365,363.78
Potter	Christopher	D	Systems Administrator	123,814.75
Potter	Michele	A	Healthcare Business Sys Analyst	105,138.69
Price	Donna	M	Nurse Case Manager	104,399.22
Prybylski	Monica	K	Nurse Practitioner Orthopedic Services	106,907.05
Przespolewski	Eugene	R.	Senior Pharmacist ECMC	120,750.72
Przybylak	Sharon	M	Clinical Teacher	103,202.91
Pulka	Ashley	L	Pharmacist ECMC	117,004.99
Quatroche Jr.	Thomas		Chief Executive Officer ECMC	847,595.87
Quesinberry	Paula	R	Coordinator, Stroke Program	100,880.69
Radovic	Vladan		Attending Physician	304,166.64
Ramaccia	Michael		Network Manager	120,558.04
Rassman	Jeffrey	S	Physician Assistant	109,298.41
Reed	Kristine	A	Nurse Clinician Renal	158,208.16
Resetarits	Christopher	M	Anesthetist	160,797.95
Rhinehart	Mary	C	Director Critical Care and Nursing Education	114,305.56
Riley	Pamela		Unit Manager Medical-Surgical	104,611.56
Riley	Peggy-Sue	L	Charge Nurse	101,552.31
Rizzo	Heather	R	Anesthetist	159,885.23
Robinson	Constance	O	Nursing Supervisor LTC	116,474.56
Rogers	Nancy	S	Clinical Nurse Specialist Behavioral Health	117,768.08
Rogers	Timothy	J	Senior Hospital Public Safety Officer	110,497.40
Rohrbacher	Bernhard	J	Medical Specialist RPT	101,544.56
Rojek	Janet	M	Senior Pharmacist ECMC	136,712.36
Roland	Lynnette	M	Nursing Team Leader LTC	122,963.83
Root	Sarah	E	Nursing Team Leader LTC	100,580.19
Rossitto	Rachael	A	Dentist MC	279,207.00
Ruh	Christine	A	Clinical Pharmacy Specialist	126,574.57
Sacks	Andrew	J	Anesthesiologist RPT MC	345,107.93
Sammarco	Michael	J	Chief Financial Officer ECMC	389,616.03
Sammarco-Delmont	Renee	S	Unit Manager Medical-Surgical	103,993.24
Sands	Robert	P	Anesthesiologist ECMC MC	488,840.54
Scharf	Jennifer	R	Staff Counsel ECMC	163,846.03
Scherer	Paul	C	Healthcare Business Sys Analyst	100,761.53
Schubbe	Jayson	J	Healthcare Data Warehouse Architect	102,346.11
Schunke	Katrina	M	Pharmacist ECMC	126,933.45
Schurr	Karen	D	Clinical Asst. to VP Surg. Care Svcs.	110,935.44
Schwab	Linda		Trauma Program Manager	128,672.42
Schwaneckamp	Karen	A	Anesthetist	182,520.49
Scrocco	Mary Carol		Nurse Practitioner Cardiovascular Lab	123,839.31
Scruggs	Ashley	M	Nurse Case Manager	103,124.96
Seay	Michelle	D	Clinical Patient Care Liaison	109,375.14
Shanahan	Robert	M	Network Analyst	109,850.46
Shapiro	David	I	Anesthesiologist RPT MC	168,427.66
Shea	Mary Molly	E	Patient Safety Clinical Investigation Co	131,412.82

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Sheehan	James	G	Nurse Case Manager	109,034.97
Sheppard	Judith	E	Nursing Supervisor LTC	129,414.35
Shisler	Tomi	E.	Nurse Pract. Transplant	168,506.01
Siskin	Stewart	B	Pharmacist ECMC	115,881.63
Sitgreaves	Theressa	A	Charge Nurse	110,180.05
Skomra	Richard	L	Chief Anesthetist	250,119.23
Skowronski	Bridget	J	Lead Clinical Documentation Specialist	113,693.88
Smith	Deborah		General Duty Nurse Per Diem	101,953.49
Sperry	Howard	E	Clinical Director Medicine	285,636.83
Stegemann	Philip	M	Chief of Orthopedic Surgery	117,148.20
Steinhart	Lorne	H	Special Asst. to CEO	119,988.65
Stercula	Edna	M.	Anesthetist	179,448.93
Steward	Kevin	R	Nursing Care Coordinator	119,519.54
Stobnicki	Cortney	B	Anesthetist	161,197.56
Stokes	Laura	J	Chief Clinical Laboratory Technologist	108,948.74
Strek	Richard	J	Chief Clinical Laboratory Technologist	148,705.05
Stroud	Kerry	A	Nursing Care Coordinator	122,688.95
Suckow	Kyle	F	Senior Hospital Public Safety Officer	107,708.85
Swain	Maureen	A	Charge Nurse	106,566.40
Sweeney	Kathleen	M	Nurse Case Manager	107,935.20
Syed	Masroor	A	Anesthesiologist ECMC MC	507,153.12
Szewczyk	Sheryl	A	Director Patient Financial Services	117,787.99
Tabi Mensah	Harold		Charge Nurse	130,432.35
Tague	Dana	E	Nurse Practitioner Rehab Services	164,967.97
Tait	Christopher	A	Nurse Case Manager	119,755.05
Tarbell	Ross	J	Senior Pharmacist ECMC	147,813.05
Teresi	Salvatore	J	General Duty Nurse	113,973.13
Thomas	Katheleen		Unit Manager Hemodialysis	121,617.99
Thompson	Denise	B.	Nursing Care Coordinator	110,337.75
Thorpe	Lisa	F	Supervisor of Rehab Medicine	118,499.75
Tomljanovich	Paul	I	Attending Physician Con PT	240,829.64
Tornambe	Lynne	L	Pharmacist ECMC	133,570.89
Torres	Carmen		Nurse Practitioner ECMC	102,613.29
Turner	James	T	Senior VP, Surgical and Ambulatory Svcs.	271,635.32
Turner	Charlaina	J	Assistant Head Nurse	131,525.10
Vacanti	Jason	M	General Duty Nurse	113,460.39
Vail	Robert	R	Healthcare Information Security Officer	149,568.36
Venti	Kimberly	A	Director of Campaigns & Major Gifts	118,040.77
Villacorta	Maria	C	Charge Nurse	102,783.90
Walter	Robert	H	Chief Clinical Laboratory Technologist	124,366.37
Walters	Dawn	K	VP Behavioral Health & Rehab Services	190,593.02
Walters	Kimberly	J.	General Duty Nurse	116,050.04
Warne	Matthew	p	Nursing Team Leader	108,170.12
Waterstram	Richard	C	Behavioral Health Clinical Manager	104,784.78
Weber	Joseph	P	Network Analyst	127,897.41
Weber	Barbara	A	General Duty Nurse Per Diem	120,155.58
Weibel	Paula	K	Pharmacist ECMC	119,028.25
Weiss	Katherine	A	Pharmacist ECMC	163,576.51
Wentz	Nicholas	G	Director of Biomedical Services	112,380.76
Wilde	Colleen	S	Unit Manager Post Anesthesia Care	122,893.16
Wohaibi	Eyad	M	Attending Physician	383,219.74
Wolf	Joann	S	Assistant Vice President Surgical Nursing	115,480.55
Worthy	Cornell		Supervisor HVAC System	118,986.09
York-Renaud	Jamie	L	Assistant Head Nurse	118,049.91
Yotter	Emily	A	General Duty Nurse	101,652.97
Zak	Katherine	J	General Duty Nurse	106,087.78

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Zakrzewski	Thomas	J	Nursing Supervisor LTC	120,373.71
Zanghi	Marie	R	Charge Nurse	105,914.16
Ziemianski	Karen	A	Senior VP of Nursing	324,038.69
Zimpfer	Anne	M	Charge Nurse	142,249.03
Zolnowski	Kimberly		General Duty Nurse	105,862.53
Zynda	Elizabeth	A	Nurse Pract. Transplant	125,452.03

**I-6.) Projects Undertaken by ECMC Corporation during the past year**

<u>Project</u>	<u>Project Duration</u>	<u>Project Cost</u>
Emergency Room Renovation Project	Began December 2015	\$3.4 million
Parking Lot Expansion	Began November 2017	\$1.4 million
Security System/Access Control Improvements	August 2015 to January 2017	\$0.3 million
Prisoner Holding Area Relocation	Began November 2017	\$0.5 million
Main Lobby Renovations	Began August 2017	\$0.2 million
Hot Water Tank Replacement	Began November 2017	\$0.7 million
Ground Floor Renovations	Began October 2017	\$0.5 million
Emergency Department Ramp	Began November 2017	\$0.6 million
Detox Program Bed Expansion	Began November 2017	\$0.2 million
Comprehensive Psychiatric Emergency Program (CPEP) Renovations	Began January 2017	\$0.1 million
Building Envelope Engineering Analysis	Began December 2017	\$0.1 million

**I-7.)** A listing and description, in addition to the report required by paragraph a of subdivision three of section twenty-eight hundred ninety-six of this article of <sup>4</sup> all real property of such authority having an estimated fair market value in excess of fifteen thousand dollars that the authority <sup>5</sup> acquires or disposes of during such period. The report shall contain <sup>6</sup> the price received or paid by the authority and the name of the purchaser or seller for all such property sold or bought by the authority during such period

- (i) The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.
- (ii) No real property was acquired or disposed of in 2017.

**I-8.) ECMC Corporation Code of Ethics**

ARTICLE XII: CODE OF ETHICS AND CONFLICTS OF INTEREST

Section 1. Compliance. The members of the Board agree to comply with all applicable local and state regulations and laws regarding conflicts of interest.

Section 2. Conflict of Interest Policy . The Board shall develop and implement a written policy with respect to conflicts of interest by members of the Board. The policy should prohibit members of the Board from maintaining substantial personal or business interests that conflict with those of ECMCC, and shall require members of the Board to execute a conflicts of interest statement.

Section 3. Disclosure of Personal Interest and Abstention. It is the responsibility of every Board member to disclose to the Chairperson of the Board any personal or business interest in any matter that comes before the Board for consideration. Each member of the Board shall abstain from voting on any matter in which he or she has a personal or business interest.

Section 4. Self-Dealing. The Corporation shall not engage in any transaction with a person, firm, or other business entity in which one or more of the Board members has a financial interest in such person, firm or other business entity, unless such interest is disclosed in good faith to the Board, and the Board authorizes such transaction by a vote sufficient for such purpose, without counting the vote of the interested Board member.

Section 5. Influence of Decision Makers. No member of the Board shall use his or her position to influence the judgment or any decision of any Corporation employee concerning the procurement of goods or services on behalf of the Corporation.

Section 6. No Forfeit of Office or Employment. Except as provided by law, no officer, member, or employee of the state or of any public corporation shall forfeit his or her office or employment by reason of his or her acceptance of appointment as a director, nonvoting representative, officer, or employee of the Corporation, nor shall such service as such a director, nonvoting representative, officer or employee be deemed incompatible or in conflict with such office or employment; and provided further, however, that no public officer elected to his or her office pursuant to the laws of the state or any municipality thereof may serve as a member of the governing body of the Corporation during his or her term of office.

**I-9.) Assessment of the Effectiveness of the ECMC Corporation Internal Control Structure and Procedures**

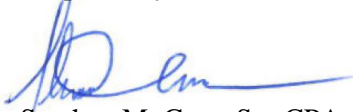
The evaluation of the system of internal control is an ongoing process conducted throughout the year by myself in the capacity as the Chief Financial Officer of the Erie County Medical Center Corporation (ECMCC). In this ongoing process there is engagement and oversight by the Chief Executive Officer, the Chief Operating Officer, the General Counsel and a robust internal audit function.

In addition to the ongoing process noted above, and in response to a malware attack, ECMCC had the opportunity to thoroughly review the end to end revenue cycle processes for both technical and professional services, the payroll processes, the procurement cycle and inventory management among others. The conclusions of both the ongoing assessment and this effort were that no control

deficiencies, significant deficiencies or material weaknesses, collectively as defined in generally accepted auditing standards, in internal controls were identified, however, performance improvement opportunities to enhance internal control were identified and implemented.

Based on my ongoing assessment, the work of the internal audit function and the work of the independent audit firm for ECMCC there is an effective system of internal control to safeguard assets and to assure that transactions are properly authorized.

Respectfully submitted,



Stephen M. Gary, Sr., CPA, CGMA  
Chief Financial Officer

**I-10.) A copy of the legislation that forms the statutory basis of the authority**

See N.Y. Public Authorities Law §3625-3646.

**I-11.) A description of the authority and its board structure, including (i) names of committees and committee members, (ii) lists of board meetings and attendance, (iii) descriptions of major authority units, subsidiaries, and (iv) number of employees**

**Board Structure-Please see the accompanying legislation and by-laws which contain this information**

**(i) Names of Committees-please see the accompanying by-laws which contain this information.**

**(ii) List of Board Meetings and Attendance:** The dates upon which the Board of Directors met appear below. Attendance at those meetings is accurately recorded in the minutes of those meetings, which are available at: <http://www.ecmc.edu/about-ecmc/corporate-governance/public-meetings/>

**Board of Directors Regular and Annual Meetings**

Tuesday, January 31, 2017 (Annual and Regular Meeting)

Tuesday, February 28, 2017

Tuesday, March 28, 2017

Tuesday, April 25, 2017

Tuesday, May 30, 2017

Tuesday, June 27, 2017

Tuesday, July 25, 2017

Tuesday, August 29, 2017

Tuesday, September 26, 2017

Tuesday, October 31, 2017

Tuesday, November 28, 2017

(iii) **Descriptions of major authority units, subsidiaries, and** – please see Section II-1  
A description of the major units and subsidiaries is included in Note 1 of the audited financial statement beginning on Page 18 of that report

(iv) **Number of employees** – please see Section II-3

**I-12.)** Its charter, if any, and by-laws;

See separate PDF “Amended By-Laws.20151020.”

**I-13.)** A listing of material changes in operations and programs during the reporting year

Material changes in operations and programs are identified in the Message from Leadership at the beginning of this Annual Report as well as in the accompanying Financial Report.

**I-14.)** At a minimum a four-year financial plan, including (i) a current and projected capital budget, and (ii) an operating budget report, including an actual versus estimated budget, with an analysis and measurement of financial and operating performance

See separate PDF “ECMC Budget Plan 2018”

**I-17.)** A description of any material pending litigation in which the authority is involved as a party during the reporting year, except that no hospital need disclose information about pending malpractice claims beyond the existence of such claims.

The corporation is involved in several matters related to medical malpractice and workers’ compensation cases as discussed in Note 14 in the enclosed audited financial statements beginning on page 45. There are no other material matters pending litigation at this time.

**II. ANNUAL REPORT TO: 1.) STATE; 2.) LOCAL AUTHORITIES:**  
Public Authorities Law §3642 Audit and annual reports

**II-1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation**

The name and principal business activities of each subsidiary of The Corporation are discussed in Note 1 of the enclosed Audited Financial Statements on Page 18.



**II-1.) Name, Principal Business Address, Principal Business Activities of Each Subsidiary of the Corporation (continued)**

**PRIMARY CORPORATION: Public Benefit Corporation**

**ECMC Corporation**, 462 Grider Street, Buffalo, New York 14215; 716-898-3000; www.ecmc.edu

The ECMC Corporation was established as a New York State Public Benefit Corporation and since 2004 has included an advanced academic medical center with 583 inpatient beds, on- and off-campus health centers, more than 30 outpatient specialty care services and Terrace View, a 390-bed long-term care facility. ECMC is Western New York's only Level 1 Adult Trauma Center, as well as a regional center for burn care, behavioral health services, transplantation, medical oncology and head & neck cancer care, rehabilitation and a major teaching facility for the University at Buffalo. Most ECMC physicians, dentists and pharmacists are dedicated faculty members of the university and/or members of a private practice plan. More Western New York residents are choosing ECMC for exceptional patient care and patient experiences – the difference between healthcare and true care™.

**PPC Strategic Services LLC**

The Corporation is the sole owner of this enterprise, which was established to enable the Corporation to enter into various other business relationships, and to provide management services to them, as needed. The accounts of PPC Strategic Services LLC are consolidated into the accounts of the Corporation as of, and for the years ended, December 31, 2017 and 2016, respectively.

The assets of PPC Strategic Services LLC consist of cash, intercompany receivables, and furniture totaling approximately \$2.3 million at year-end 2017. Net Position was approximately \$1,946,000 at December 31, 2017, and \$1.7 million at the previous year-end. Operating Revenue was approximately \$7.3 million while expenses totaled \$7.1 million.

PPC Strategic Services LLC (formerly named ECMCC Strategic Services, LLC) owns Greater Buffalo Niagara SC Venture, LLC, a presently inactive entity. The ownership interest is accounted for utilizing the equity method of accounting.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

**Grider Community Gardens, LLC**

This entity is wholly owned and controlled by the Corporation. The Corporation's net investment as of December 31, 2017 and 2016 is approximately \$508 thousand and \$483 thousand, respectively, and is reflected in other non-current assets of the parent company's financial statements.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

**Grider Support Services, LLC**

This entity was formed to act as a Management Services Organization ("MSO") for oncology and physician services for ECMC Hospital. The entity acts as a pass through entity, and has no

substantial assets or liabilities, or significant operating results. Its activity is consolidated into ECMC Corporation operations.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

**1827 Fillmore LLC**

This entity was formed to enter into a contract for purchase of real estate adjacent to the current health campus for the purpose of future development.

The Officers of this entity are the CEO and CFO for Erie County Medical Center Corporation.

**II-2.) Names of all Board Members and Officers of Each Subsidiary**

**ECMC Corporation Board of Directors**

**OFFICERS**

Sharon L. Hanson  
*Chair*

Jonathan A. Dandes  
*Vice Chair / Chair Elect*

Kevin M. Hogan, Esq.  
*Vice Chair*

Michael A. Seaman  
*Vice Chair*

Douglas H. Baker  
*Secretary*

Bishop Michael A. Badger  
*Treasurer*

Thomas J. Quatroche Jr., Ph.D.  
*President & CEO*

**BOARD MEMBERS**

Ronald P. Bennett, Esq.

Ronald A. Chapin

Darby Fishkin, C.P.A.

Kathleen Grimm, M.D.

Michael H. Hoffert

Anthony M. Iacono

James Lawicki

Thomas P. Malecki, C.P.A.

Frank B. Mesiah

William A. Pauly

Kevin Pranicoff, M.D.

**ECMC Corporation Executive Administration**

Thomas J. Quatroche Jr., Ph.D.  
*President and Chief Executive Officer*

Stephen M. Gary Sr., C.P.A., C.G.M.A.  
*Chief Financial Officer*

Brian M. Murray, M.D.  
*Chief Medical Officer*

Andrew L. Davis, M.B.A.  
*Chief Operating Officer*

Karen Ziemianski, M.S., R.N.  
*Senior Vice President of Nursing*

James Turner, RN, BSN  
*Senior Vice President, Surgical and Outpatient Services*

Leslie Feidt  
*Chief Information Officer*

Julia Culkin-Jacobia  
*Chief People Officer*

Anthony J. Colucci, III  
*General Counsel*

Donna M. Brown  
*Associate Hospital Administrator*

Peter K. Cutler  
*Vice President of Communications and External Affairs*

Charlene Ludlow, M.H.A., R.N., C.I.C.  
*Chief Safety Officer*

Al Hammonds  
*Executive Director, Millennium Collaborative Care*

Susan M. Gonzalez  
*Executive Director, ECMC Foundation*

**ECMC Corporation Medical-Dental Staff Officers**

Kathleen Grimm, M.D.  
*President*

Sam Cloud, D.O.  
*Immediate Past President*

William Flynn, M.D.  
*President-Elect*

**ECMC Corporation Annual Report as required by New York Public  
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Michael Cummings, M.D.  
*Treasurer*

Jennifer Pugh, M.D.  
*Secretary*

**PPC Strategic Services LLC**

**OFFICERS**

Thomas J. Quatroche Jr., Ph.D.  
Stephen M. Gary Sr., C.P.A., C.G.M.A.

**Grider Community Gardens, LLC**

**OFFICERS**

Thomas J. Quatroche Jr., Ph.D.  
Stephen M. Gary Sr., C.P.A., C.G.M.A.

**II-3.) Number of Employees of Each Subsidiary**

**Number of Employees in each Corporation:**

ECMC Corporation	3,450
PPC Strategic Services, LLC	76
Grider Community Gardens, LLC	None
Preferred Physician Care, PC	45
Grider Support Services, LLC	41

**II-4.) List of all contracts in excess of one hundred thousand dollars entered into by the corporation and its subsidiaries, identifying the amount, purpose, and duration of such contract**

Vendor Name	Contract Period		Payments	Purpose
MCKESSON DRUG CO	Annual		19,266,533.20	Equipment & Supplies
MORRISON'S HEALTHCARE INC	3/1/2013	2/29/2020	10,580,843.44	Dietary/Cafeteria
UBMD PSYCHIATRY	8/1/2016	7/31/2019	10,168,851.84	Medical Professional Services
CARDINAL VALUE LINK	6/1/2012	5/31/2018	10,014,113.78	Equipment & Supplies

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PREFERRED PHYSICIAN CARE, P.C.	Annual		9,569,691.94	Medical Professional Services
GREAT LAKES MEDICAL IMAGING, LLC	9/1/2015	8/31/2018	7,627,804.16	Professional Services
UPSTATE NY TRANSPLANT	Annual		7,483,694.90	Organ Acquisition
THE RESEARCH FOUNDATION	7/1/2014	6/30/2017	6,298,788.04	Professional Services
APOGEE MEDICAL MANAGEMENT	9/1/2015	8/31/2017	5,422,291.21	Medical Professional Services
DEPUY ACE MEDICAL COMPANY	4/8/2013	4/7/2018	5,210,045.00	Equipment & Supplies
PPC STRATEGIC SERVICES, INC	Annual		4,507,348.58	Professional Services
CERNER CORP	Annual		4,342,156.00	Technology Services
ACADEMIC MEDICAL SERVICES, INC.	1/1/2015	12/31/2017	4,246,487.65	Medical Professional Services
UNIV. @ BFLO SURGEONS, INC.	6/1/2015	5/31/2018	3,576,664.52	Medical Professional Services
SYNTHES	4/8/2013	4/7/2018	3,280,667.12	Equipment & Supplies
STRYKER ORTHOPAEDICS	5/25/2012	5/24/2018	3,198,062.77	Equipment & Supplies
KALEIDA HEALTH	1/19/2016	1/18/2019	3,113,100.36	Professional Services/DSRIP
GLOBUS MEDICAL INC	Annual		2,630,080.00	Equipment & Supplies
GRIDER SUPPORT SERVICES	Annual		2,519,759.34	Medical Professional Services
UNIVERSITY EMERGENCY MEDICAL	8/1/2017	7/31/2020	2,500,747.82	Medical Professional Services
BUFFALO INTERNIST AND ASSOCIATES	6/13/2017	12/31/2020	2,451,760.59	Medical Professional Services
PRECISION INC/BIOMET ORTHO	Annual		2,296,655.97	Equipment & Supplies
ATLAS HEALTH CARE LINEN SERVICES	7/1/2004	6/30/2020	2,290,568.98	Equipment & Supplies
CARDINAL HEALTH MED PROD &	5/1/2013	4/30/2018	2,138,939.18	Equipment & Supplies
UB FAMILY MEDICINE INC.	6/1/2017	5/31/2020	2,104,890.91	Medical Professional Services
	7/1/2016	6/30/2019		
THE MARTIN GROUP LLC	6/9/2014	6/8/2018	1,673,414.33	Professional Services
CORE BTS INC	Annual		1,640,927.39	Technology Services
NIAGARA FALLS MEMORIAL MED CENTER	8/18/2015	8/17/2018	1,600,285.02	DSRIP
ROCHE DIAGNOSTIC CORP	11/19/2010	12/13/2017	1,595,119.53	Equipment & Supplies

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IMMCO DIAGNOSTICS INC	Annual		1,507,408.69	Medical Professional Services
KALEIDA HEALTH	Annual		1,451,650.33	Medical Professional Services
COVIDIEN	4/1/2015	3/31/2020	1,325,608.77	Equipment & Supplies
	6/3/2014	6/2/2020		
DELL MARKETING LP	3/24/2009	3/23/2018	1,242,425.78	Equipment & Supplies
UNIV. ORTHOPAEDIC SERVICES	1/1/2012	12/31/2018	1,227,734.04	Medical Professional Services
ANNESE & ASSOCIATES, INC	Annual		1,227,422.38	Technology Services
PHARMERICA	Annual		1,148,990.33	Medical Professional Services
PRODIGY SURGICAL/ARTHREX	Annual		1,116,858.64	Equipment & Supplies
CITY OF BUFFALO		NA	1,098,183.90	Utility/Water
STRYKER INSTRUMENTS	5/25/2012	5/24/2018	1,079,438.56	Equipment & Supplies
SIEMENS MEDICAL SOLUTIONS	3/31/2015	3/30/2020	1,028,819.04	Equipment & Supplies
	5/24/2012	3/23/2018		
	1/14/2010	1/13/2019		
SUPERIOR PAYMENT PLAN, LLC	3/31/2017	3/31/2018	1,021,999.50	Insurance
	11/19/2016	11/18/2017		
LIMA USA INC	Annual		975,843.00	Equipment & Supplies
CATHOLIC MEDICAL PARTNERS	Annual		967,667.82	Medical Professional Services
CANNON DESIGN INC	Annual		950,346.24	Professional Services
THE CIVIL SERVICE EMPLOYEES UNION	Annual		938,238.85	Professional Services
STRYKER SPINE	5/25/2012	5/24/2018	923,121.08	Equipment & Supplies
LP CIMINELLI INC	7/18/2016	3/31/2018	893,174.30	Construction & Equipment
MEDICAL INFORMATION TECHNOLOGIES IN	7/14/2011	7/13/2018	886,741.00	Technology Services
	1/31/2016	1/30/2021		
INTEGRA LIFESCIENCES CORP	Annual		886,493.71	Equipment & Supplies
NATIONAL GRID		NA	883,231.83	Utility

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FREED MAXICK CPAs PC	2/3/2017	4/1/2018	857,545.40	Professional Services
	3/21/2016	3/20/2018		
	3/1/2016	3/28/2018		
CREEKRIDGE CAPITAL	4/1/2011	4/30/2016	793,337.67	Leasing Services
HEWLETT-PACKARD COMPANY	6/30/2013	3/28/2018	736,619.65	Equipment & Supplies
SERENAGROUP, INC.	3/1/2015	2/28/2020	724,930.26	Medical Professional Services
	6/15/2016	6/14/2018		
ALLSCRIPTS-MISYS LLC	6/30/2015	6/29/2018	714,563.35	Software/Support
	12/7/2016	12/6/2017		
	12/13/2016	12/12/2021		
BUFFALO PAPER AND TWINE CO	Annual		711,617.93	Equipment & Supplies
UB PATHOLOGISTS INC.	12/1/2010	11/30/2017	685,174.67	Medical Professional Services
KIDENEY ARCHITECTS	Annual		679,981.21	Professional Services
FRESENIUS MED CARE NA	Annual		676,285.82	Equipment & Supplies
LAWLEY SERVICE, INC	5/1/2016	4/30/2019	670,587.65	Professional Services/Insurance
MCKESSON	9/26/2008	9/25/2018	650,390.94	Professional Services
GREATER BUFFALO UNITED IPA, INC	Annual		641,756.00	Equipment & Supplies
SUICIDE PREVENTION &	1/1/2015	12/31/2017	626,032.71	Medical Professional Services
CARDINAL HEALTH	1/19/2013	5/31/2018	612,150.21	Equipment & Supplies
I.K. SYSTEMS, INC.	7/1/2015	6/30/2017	595,106.55	Equipment & Supplies
1285 GROUP, LLC	3/12/2013	4/11/2023	578,356.31	Leasing Services
JERICO ROAD COMMUNITY HEALTH	12/1/2015	11/30/2017	565,926.00	DSRIP
SUTURE EXPRESS	Annual		564,803.68	Equipment & Supplies
OLEAN GENERAL HOSPITAL	11/22/2015	3/31/2018	563,031.06	DSRIP
ZIMMER UPSTATE NY INC	2/11/2015	2/10/2020	556,367.09	Equipment & Supplies
MLP PLUMBING AND MECHANICAL	Annual		551,295.00	Equipment & Supplies

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STERICYCLE INC	2/1/2017	1/31/2022	551,039.44	Equipment & Supplies
ABBOTT LABORATORIES DIAGNOSTIC DIV	4/15/2011	4/14/2021	537,458.33	Equipment & Supplies
	7/18/2008	7/17/2018		
	12/2/2013	12/3/2019		
NUANCE	Annual		517,371.96	Software/Support
PHILIPS MEDICAL SYSTEMS	1/1/2011	3/28/2018	514,352.01	Equipment & Supplies
UB FOUNDATION ACTIVITES	Annual		508,572.60	Graduate Medical Education Office
CHAUTAUQUA COUNTY CHAPTER OF	4/6/2016	3/31/2017	507,564.00	DSRIP
CDW GOVERNMENT INC	Annual		506,188.11	Equipment & Supplies
4TH GENERATION CONSTRUCTION	Annual		498,246.50	Construction & Equipment
MERGE HEALTHCARE	Annual		488,917.77	Equipment & Supplies
SMITH & NEPHEW ENDOSCOPY	3/26/2016	3/25/2019	488,655.21	Equipment & Supplies
BIOCARE	Annual		483,984.34	Equipment & Supplies
MICROSOFT	1/26/2016	1/25/2018	473,582	Hardware/Software
	6/15/2016	6/30/2019		
SOUTHERN TIER COMMUNITY	11/1/2015	10/31/2017	470,296.00	DSRIP
PATERSON, PAUL	Annual		469,872.42	Professional Services
PERSONAL COMPUTERS INC	Annual		460,415.50	Telecommunications
RONCO SPECIALIZED SYSTEMS INC	Annual		458,238.10	Equipment & Supplies
KCI	Annual		455,465.24	Equipment & Supplies
ROACH, BROWN,	Annual		431,447.62	Professional Services
RICOTTA & VISCO	Annual		426,565.05	Professional Services
ORLICK, ARTHUR	1/1/2016	12/31/2017	425,483.74	Medical Professional Services
MEDTRONIC SPINAL AND BIOLOGICS	4/2/2013	4/1/2018	419,640.00	Equipment & Supplies
	12/6/2016	12/8/2017		
UNIVERSITY GYNECOLOGISTS	10/1/2016	9/30/2019	419,260.86	Medical Professional Services



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PEARL CARROLL & ASSOC	Annual		418,273.87	Professional Services
LAB CORP OF AMERICA	Annual		414,758.21	Equipment & Supplies
WILLIAM BELLES PC	Annual		411,328.65	Professional Services
SYNTHE MAXILLOFACIAL	4/8/2013	4/7/2018	411,210.46	Equipment & Supplies
UNUM	Annual		406,253.50	Professional Services
SIGNATURE FINANCIAL	Annual		396,293.10	Professional Services
UMUM	Annual		376,258.17	Professional Services
TLC HEALTH	Annual		375,213.00	Professional Services
MERIDIAN IT INC	Annual		375,183.97	Telecommunications
THE NATIONAL WITNESS PROJECT, INC.	Annual		368,880.68	DSRIP
THE ADVISORY BOARD COMPANY	6/30/2014	6/29/2017	364,675.00	Professional Services
UB NEUROSURGERY, INC.	9/1/2015	8/31/2018	360,577.60	Medical Professional Services
L&M GROUP LTD	Annual		359,905.84	Professional Services
UB ORAL AND MAXILLOFACIAL	Annual		353,506.53	Medical Professional Services
NATIONAL GOVERNMENT SERVICES	Annual		347,940.70	Professional Services
JOHNSON & JOHNSON HLTH CARE SYS INC	4/8/2013	4/7/2018	346,032.45	Equipment & Supplies
UNIV. UROLOGY INC.	2/1/2017	1/31/2020	338,181.38	Medical Professional Services
KRONOS	Annual		334,714.82	Software/Support
MEDTRONIC INC NEUROLOGICAL DIV	4/2/2013	4/1/2017	334,557	Equipment & Supplies
	12/9/2016	12/8/2017		
	2/11/2014	2/10/2019		
GREAT LAKES BUILDING SYSTEMS INC.	Annual		333,307.01	Equipment & Supplies
RODRIGUEZ CONSTRUCTION	Annual		331,602.41	Construction & Equipment
WESTERN NEW YORK RURAL AREA HEALTH	4/1/2015	3/31/2017	330,935.95	Professional Services/DSRIP
UNIV. OPHTHALMOLOGY SERVICE, INC.	4/1/2013	9/30/2017	329,213.04	Medical Professional Services
SYSTEMS MANAGEMENT PLANNING	10/14/2014	10/13/2017	320,020.83	Professional Services

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SIMPLEX GRINNELL	Annual		314,282.69	Repairs & Maintenance
DEAF ADULT SRVCS	Annual		309,310.75	Professional Services
OFFICE MAX	Annual		306,294.24	Equipment & Supplies
3M HEALTH INFORMATION	9/24/2008	9/23/2018	301,179.93	Software/Support
	9/18/2012	9/17/2017		
ISECURE LLC	Annual		299,660.00	Professional Services
BRITE COMPUTERS	Annual		296,611.00	Telecommunications
CENTRAL RADIOPHARMACEUTICAL SVC	Annual		295,684.44	Medical Professional Services
SYSTEMS PERSONNEL INC	3/23/2017	3/22/2020	295,358.02	Professional Services
GE MED SYSTEMS	Annual		293,440.50	Equipment & Supplies
OLEAN MED GROUP	Annual		291,132.00	Professional Services
COMMUNITY SERVICES FOR THE	4/5/2016	3/31/2017	290,361.00	DSRIP
HORIZON HEALTH SERVICES	4/4/2016	3/31/2017	290,323.00	DSRIP
LAKESHORE BEHAVIORAL HEALTH INC	3/28/2016	3/31/2017	290,323.00	DSRIP
W L GORE & ASSOC INC	Annual		289,149.00	Equipment & Supplies
3M HEALTH INFORMATION	Annual		287,602.95	Telecommunications
BUFFALO PRENATAL-PERINATAL	11/1/2015	10/31/2017	282,125.00	DSRIP
MEDTRONIC MIDAS REX	Annual		278,685.90	Equipment & Supplies
SUPPLEMENTAL HEALTH CARE	Annual		276,572.72	Medical Professional Services
PRESS GANEY ASSOCIATES INC	7/1/2014	6/30/2018	276,404.61	Professional Services
BUFFALO TRANSPORTATION INC.	Annual		274,618.79	Patient Transportation
HILL-ROM CO INC	Annual		274,157.54	Equipment & Supplies
BOSTON SCIENTIFIC CORP	4/28/2016	4/27/2018	273,755.00	Equipment & Supplies
	9/1/2016	10/8/2019		
DRFIRST.COM INC	9/1/2011	8/31/2018	267,255.00	Software/Support
STERIS CORPORATION	8/1/2016	7/31/2017	264,179.33	Equipment & Supplies

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PHILIPS MEDICAL SYSTEMS NA CO	1/1/2011	3/28/2018	263,622.39	Equipment & Supplies
	4/1/2016	3/31/2019		
	5/1/2015	4/30/2020		
	7/8/2015	7/7/2016		
	1/1/2017	12/31/2017		
THE MCGUIRE GROUP INC.	7/1/2014	6/30/2017	263,417	Professional Services
KARL STORZ ENDOSCOPY-AMERICA	11/1/2016	10/30/2017	261,559.94	Equipment & Supplies
ERIE NIAGARA NEUROSURGERY PLLC	Annual		257,690.73	Medical Professional Services
STERIS CORPORATION	Annual		253,063.06	Equipment & Supplies
INTELLIGENT MEDICAL OBJECTS	Annual		250,200.00	Professional Services
STRYKER CRANIOMAXILLOFACIAL	5/25/2012	5/24/2015	243,055.54	Equipment & Supplies
CENTER FOR ADVANCED MOLECULAR	Annual		243,055.54	Medical Professional Services
ERIE NIAGARA AREA HEALTH EDUCATION	11/1/2015	10/31/2017	241,934.77	DSRIP
FIBERTECH TECHNOLOGIES	Annual		238,589.71	Equipment & Supplies
MAGAVERN, MAGAVERN & GRIMM LLP	Annual		232,274.32	Professional Services
COOK INC	Annual		222,149.34	Equipment & Supplies
MENTAL HEALTH ASSOCIATION	Annual		221,033.45	Medical Professional Services
ALLOSOURCE	Annual		219,448.02	Equipment & Supplies
EHS, INC.	3/25/2016	3/31/2017	217,241.00	DSRIP
NORTHWEST BUFFALO COMMUNITY	4/4/2016	3/31/2017	217,241.00	DSRIP
PEOPLE INC	3/29/2016	3/31/2017	217,241.00	DSRIP
BLOUNT CONSULTING SOLUTIONS, LLC	4/1/2016	12/31/2016	215,000.00	DSRIP
COMMUNITY HEALTH CENTER	10/1/2015	9/30/2018	213,103.00	DSRIP
HEALTHCARE ASSOC OF NYS	Annual		211,914.94	Professional Services
CANON MEDICAL SYSTEMS	Annual		211,260.42	Professional Services
ALLEGIANCE HEALTHCARE CORP	Annual		211,080.26	Equipment & Supplies

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BAXTER HEALTHCARE CORP	11/25/2008	11/24/2018	210,447.19	Equipment & Supplies
BARD PERIPHERAL VASCULAR INC	Annual		209,973.10	Equipment & Supplies
METRO COMMUNICATIONS	Annual		203,351.00	Telecommunications
BOSTON SCIENTIFIC/MICROVASIVE DIV	4/28/2016	4/27/2018	201,647.00	Equipment & Supplies
MENTAL HEALTH SERVICES	3/28/2016	3/31/2017	193,549.00	DSRIP
MID-ERIE MENTAL HEALTH	3/29/2016	3/31/2017	193,549.00	DSRIP
CHILD AND FAMILY SERVICES OF	Annual		193,549.00	Professional Services
INTEGRATED ONCOLOGY	Annual		191,544.35	Medical Professional Services
AQUA SCIENCES INC	Annual		187,582.74	Equipment & Supplies
DRAGER MEDICAL	4/1/2012	3/31/2018	185,596.03	Equipment & Supplies
CARESTREAM HEALTH INC	9/16/2015	9/15/2018	183,320.81	Equipment & Supplies
ORTHO CLINICAL	Annual		181,162.90	Equipment & Supplies
DCB ELEVATOR CO INC	1/1/2014	12/31/2018	180,807.91	Equipment & Supplies
BOSTON SCI MICROVASIVE	Annual		179,734.25	Equipment & Supplies
PATTERSON DENTAL INC	Annual		179,166.43	Equipment & Supplies
BAYER CORPORATION	12/19/2014	12/18/2019	177,393.33	Equipment & Supplies
	1/13/2016	1/12/2017		
	4/1/2016	3/31/2020		
CONMED LINVATEC	10/26/2012	10/25/2015	176,972.95	Equipment & Supplies
EXPERIAN HEALTH, INC.	Annual		176,156.56	Software/Support
MAIN BUFFALO PEDS	Annual		176,050.00	Medical Professional Services
AMER RED CROSS BLOOD SVCS	1/1/2011	12/31/2017	174,341.64	Blood Products
SIEMENS MEDICAL	5/24/2012	3/23/2018	172,880.78	Equipment & Supplies
	1/14/2010	1/13/2019		
	3/31/2015	3/30/2020		
	3/31/2015	3/30/2020		

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VIZIENT INC	Annual		171,934.03	Professional Services
ISKALO ASSET FUND II LLC	Annual		170,668.90	Leasing Services
BUFFALO BILLS, LLC	5/29/2013	2/28/2018	170,000.00	Advertising
ECOLAB/MICROTEK MEDICAL	Annual		167,907.56	Equipment & Supplies
AIRGAS EAST	9/10/2012	7/31/2017	167,669.12	Equipment & Supplies
HEALTH SYSTEM SERVICE	Annual		167,531.63	Professional Services
UNITED NETWORK FOR ORGAN SHARING	Annual		166,430.00	Organ Acquisition
AQUAMEDIX	Annual		165,657.76	Equipment & Supplies
TORNIER INC	Annual		160,579.61	Equipment & Supplies
VERIZON COMMUNICATIONS	Annual		160,360.67	Telecommunications
WNYHEALTHENET LLC	Annual		160,000.00	Professional Services
BAXTER BIOSCIENCE	11/25/2008	11/24/2017	156,879.35	Equipment & Supplies
MIZUHO OSI	Annual		156,788.56	Professional Services
S & V ASSOCIATES LLC	1/22/1996	10/31/2022	155,394.97	Leasing Services
RUPP BASSE	Annual		154,569.54	Professional Services
HEALTHY COMMUNITY ALLIANCE, INC.	8/13/2015	8/12/2018	153,898.93	DSRIP
CATAPULT	2/14/2017	2/13/2018	153,673.29	Professional Services
BE WELL HEALTHCARE MEDICINE	1/1/2017	12/31/2019	152,371.00	Professional Services
BARD/DAVOL	9/17/2012	12/31/2015	151,396.94	Equipment & Supplies
ENDOLOGIX	Annual		151,272.00	Medical Professional Services
TKG & ASSOC	Annual		150,865.00	Professional Services
SUMMIT HEALTH CARE	Annual		150,667.00	Medical Professional Services
MUSCULOSKELETAL TRANSPLANT	Annual		150,414.00	Equipment & Supplies
US POSTAL SERVICE		NA	150000	Postage
HARRIS BEACH LLC	Annual		150,000.00	Equipment & Supplies
DELACY FORD	Annual		149,630.00	Equipment & Supplies

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GE HEALTHCARE	Annual		146,792.43	Equipment & Supplies
INTEGRATED CONSTRUCTION	Annual		146,632.50	Equipment & Supplies
AMR NETWORKS	Annual		146,611.48	Telecommunications
SIEMENS INDUSTRY INC	1/14/2010	1/13/2019	146,584.92	Repairs & Maintenance
	3/31/2015	3/30/2020		
	3/31/2015	3/30/2020		
THE CRIMSON INITIATIVE	3/31/2012	3/30/2022	146,136.00	Equipment & Supplies
XEROX CORPORATION	3/12/2012	3/11/2017	145,152.18	Leasing Services
ZOLL MEDICAL CORPORATION	11/1/2016	10/31/2018	144,941.30	Equipment & Supplies
ASPIRE OF WNY, INC	3/29/2016	3/28/2017	144,827	DSRIP
PARAGON 28, INC.	Annual		143,681.55	Equipment & Supplies
GREATER NEW YORK HOSPITAL	Annual		142,955.00	Professional Services
VERATHON MEDICAL	Annual		141,988.00	Equipment & Supplies
OPTUM360 LLC	Annual		139,907.89	Medical Professional Services
RSM US LLP	Annual		134,950.00	Professional Services
UNIVERSITY NEUROLOGY	Annual		129,588.00	Medical Professional Services
SENTRY DATA	Annual		126,000.00	Telecommunications
SYSMEX	3/30/2017	3/29/2024	125,472.28	Equipment & Supplies
URO ENGINEERS	Annual		123,411.92	Professional Services
TRI-DELTA RESOURCES CORP	9/1/2014	8/31/2017	121,500.00	Software/Support
INSIGNIA HEALTH, LLC	5/1/2015	4/30/2019	121,232.50	DSRIP
ANGIO DYNAMICA INC	Annual		120,881.69	Equipment & Supplies
STRYKER ENDOSCOPY	Annual		120,757.88	Equipment & Supplies
EAGLE CLAIMS	3/31/2016	3/30/2017	119,225.00	Insurance
LOCKPORT PEDIATRICS	Annual		118,746.00	Equipment & Supplies
MARK R. JAJKOWSKI, MD, PLLC	Annual		118,692.89	Professional Services

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SAMIE, MOHAMMAD REZA	Annual		118,500.00	Medical Professional Services
O'CONNELL & ARONOWITZ PC	Annual		116,671.20	Professional Services
BROOKS MEMORIAL HOSPITAL	Annual		114,857.00	Medical Professional Services
TRI-ANIM HEALTH SERVICES INC	2/23/2011	2/22/2014	114,519.78	Equipment & Supplies
NEUWATER AND ASSOCIATES	5/21/2015	4/30/2018	114,032.55	Professional Services
SUMMIT PEDIATRICS	Annual		113,479.00	Medical Professional Services
FOXY DELIVERY SERVICE INC	2/28/2011	2/27/2014	113,425.85	Courier Services
PENTAX MEDICAL CO	10/1/2014	9/30/2017	113,372.27	Equipment & Supplies
	12/1/2016	11/30/2018		
VERIZON BUSINESS NETWORK	Annual		113,270.40	Telecommunications
IPC HOSPITALIST OF NEW YORK PC	7/1/2013	6/30/2018	112,500.00	Medical Professional Services
BAXTER HEALTHCARE CORP	Annual		112,083.80	Equipment & Supplies
PARLANCE CORPORATION	Annual		111,300.00	Equipment & Supplies
HODGSON RUSS LLP	Annual		111,146.80	Professional Services
CONSORTIUM INFORMATION SERVICES INC	Annual		110,649.00	Professional Services
JEAN JUREK ASSOCIATES INC	9/21/2015	9/20/2018	110,111.80	Professional Services
GERIATRIC ASSOCIATES LLP	2/1/2011	7/31/2013	109,999.92	Medical Professional Services
CRANEWARE INC	Annual		109,524.00	Software/Support
COVIDIEN SALES	Annual		108450.68	Equipment & Supplies
TWENTY FIRST CENTURY PRESS	Annual		107,270.77	Equipment & Supplies
MEDTRONIC XOMED	Annual		106,121.18	Equipment & Supplies
ACUMED INC	Annual		105,807.00	Equipment & Supplies
TEKSYSTEMS	Annual		105,082.66	Equipment & Supplies
TERUMO MEDICAL CORPORATION	Annual		104,615.40	Equipment & Supplies
GE HEALTHCARE OEC	Annual		103,878.27	Equipment & Supplies
SPOK INC	Annual		103,342.52	Telecommunications

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MEDICAL STAFFING NETWORK	Annual		102,419.15	Medical Professional Services
GREYCASTLE SECURITY	Annual		101,400.22	Professional Services
JOSEPH BUEME	Annual		100,374.99	Medical Professional Services
BUFFALO HOSPITAL SUPPLY CO	5/4/2006	5/3/2011	100,211.05	Equipment & Supplies
HOLOGIC INC	Annual		100,154.31	Equipment & Supplies

**II-5.)** A financial statement, income statement, and balance sheet prepared by an independent certified public accountant, all in accordance with generally accepted accounting principles applicable to the corporation and each of its subsidiaries

The annual audited financial statements prepared by an independent certified public accountant and presented in conformity with generally accepted accounting principles is included with this report.

**See I-2 above**

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