



Erie County Medical Center Board of Director's Annual Meeting - January 27, 2026

January 27, 2026

Erie County Medical Center

462 Grider Street

Dr. Joseph A. Zizzi, Jr. Conference Center

Buffalo, NY 14215

AGENDA

ANNUAL MEETING OF THE BOARD OF DIRECTORS
ERIE COUNTY MEDICAL CENTER CORPORATION
TUESDAY, JANUARY 2, 2026

- I. CALL TO ORDER: EUGENIO RUSSI, CHAIR
- II. APPROVAL OF MINUTES OF THE JANUARY 28, 2025 ANNUAL MEETING OF THE BOARD OF DIRECTORS
- III. RECOMMENDATION AND ACTION ITEMS:
 - A. THE APPOINTMENT OF OFFICERS OF THE CORPORATION
- IV. REMARKS BY THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
- V. ADJOURN

ERIE COUNTY MEDICAL CENTER CORPORATION
JANUARY 28, 2025 MINUTES OF THE
BOARD OF DIRECTORS ANNUAL MEETING
HYBRID MEETING HELD

Present: Reverend Mark Blue*, Jonathan Dandes, Darby Fishkin, Sharon Hanson*, Michael Hoffert*, Christopher O'Brien, Hon. John O'Donnell, Reverend Kinzer Pointer, Thomas J. Quattroche, Eugenio Russi*, Michael Seaman, Philip Stegemann, Benjamin Swanekamp

Excused: Ronald Bennett, Christian Johnson, James Lawicki, Jennifer Persico

Also

Present: Donna Brown*, Samuel Cloud, MD, Peter Cutler, Andrew Davis, Cassandra Davis, Joseph Giglia, Pamela Lee*, Charlene Ludlow, Michael Manka, MD, Phyllis Murawski, Stacy Roeder, Jonathan Swiatkowski

*virtual

I. Call to Order:

The meeting was called to order at 4:00 pm by past Chair, Jonathan Dandes.

II. Minutes

Upon a motion made by Michael Seaman and seconded by Reverend Kinzer Pointer, the minutes of the January 23, 2024 Annual Meeting of the Corporation were unanimously approved.

III. Appointment of Officers of the Corporation

Moved by Reverend Kinzer Pointer and seconded by Michael Seaman that the following members of the Board of Directors be appointed until their successors are appointed by subsequent resolution of the Board of Directors:

| <u>Officer Position</u> | <u>Appointment</u> |
|---------------------------|--------------------|
| Chair, Board of Directors | Eugenio Russi |
| Past Chair | Jonathan Dandes |
| Vice Chair | Darby Fishkin |
| Secretary | Sharon Hanson |
| Treasurer | Sharon Hanson |

Motion approved unanimously.

IV. Remarks by the President & Chief Executive Officer

Thomas Quattroche thanked the Executive Team and staff of ECMC for their dedication and hard work this past year and expressed his gratitude to the Board members for their ongoing support.

Quality

Dr. Quattroche reviewed the quality distinctions received by the hospital in 2024. ECMC received accreditation from the American College of Surgeons, American Association of Critical Care Nurses and the Lown Institute. The hospital was named a "High Performing Hospital" for hip replacement and in the area of LGBTQ+ Healthcare Equality.

Dr. Quattroche reported that the hospital continues its journey to zero harm. Reporting on Hospital Acquired Conditions, Dr. Quattroche noted that CAUTI (Catheter-associated Urinary Tract Infection) and CLABSI (Central Line-Associated Bloodstream Infection) cases are below the national benchmark. Charlene Ludlow stated that hospital staff will continue to improve in areas of pressure injuries and falls with injury.

Patient Experience

Dr. Quattroche reviewed the Hospital Consumer Assessment of Healthcare scores for 2024. The hospital scored above the New York State average in many areas but below the average in communication with doctors, care transitions and quietness of hospital environment. ECMC employees continue to focus on improving patient experience scores.

Culture

Dr. Quattroche reviewed the outstanding nursing accomplishments during 2024. Staff recognition and diversity in the organization remains a significant focus at ECMC with the celebration of individual achievements in all areas of the hospital. Several annual events occur thanking staff for their hard work and excellence. Diversity, Equity and Inclusion is promoted at ECMC with year-round activities and events inviting everyone to participate.

Operations

Nearly \$2.5M in grants were awarded to ECMC in 2024. The use of the ROSA, Mako and DaVinci Surgical robots has grown during the year. The radiology department, mammography and pain management have seen technology improvements.

ECMC hired 769 individuals last year with approximately one third of those hired in nursing. Additionally, 136 new Physicians were added to staff.

The hospital's total inpatient number was higher than 2023 as was the total emergency department visits. The number of left-without-being-seen incidents also increased 2023. Surgeries and outpatient visits continue to climb and length of stay continues to decrease. The number of ALC days rose slightly.

ECMC Support

ECMC Foundation raised over three and a half million dollars in 2024. Dr. Quattroche thanked Stacy Roeder for her excellent work as Interim Director after the retirement of Susan Gonzalez. The Annual Giving Campaign resulted in donations totaling \$483,204 with 52.16% employee participation. 103 individuals received Nursing scholarships and certifications from the Foundation in 2024.

2024 Strategic Direction

Strategic direction for the coming year was presented and priorities were reviewed.

Adjournment

Moved by Jonathan Dandes to adjourn the Annual Meeting at 4:48 p.m.



Sharon L. Hanson
Corporation Secretary

**Resolution
Appointing Officers of the Corporation**

Approved January 28, 2025

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

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

Now, THEREFORE, the Corporation resolves as follows:

| 1. <u>Officer Position</u> | <u>Appointment</u> |
|----------------------------|--------------------|
| Chair, Board of Directors | Eugenio Russi |
| Past Chair | Jonathan Dandes |
| Vice Chair | Darby Fishkin |
| Secretary | Sharon Hanson |
| Treasurer | Sharon Hanson |

2. This resolution shall take effect immediately.



Sharon L. Hanson
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Corporation Secretary

CEO Board Annual Report

As the Board knows well, 2025 was a year that saw significant challenges throughout the healthcare industry locally, in New York State and across the country. The combination of inadequate reimbursements – both state and federal – soaring pharmaceutical and supply costs, and wage inflation have had a profound impact on hospitals from coast to coast, particularly public safety net hospitals. Compounding this dynamic, especially for ECMC, is the increasing daily census of Alternative Level of Care patients (averaging lately almost 60 ALC patients – for context, before the pandemic our daily ALC census was ordinarily around 10-15 at most) and an increase in insurance company-driven changes in patient status from admission to observation. These patients require the same amount of care and we are reimbursed by the payers under 50% of an admission. And then, as the Board also knows, additional impacts on healthcare were manifested through federal legislation, notably HR1.

Despite these challenges, throughout 2025, ECMC experienced continued growth in our healthcare services, building on our post-pandemic successes in restoring overall hospital operations and patient volumes. Like other safety net hospitals across the country and locally, it has been challenging, but the focus on our patients by our entire ECMC Family has supported our ability to continue to make progress and provide our community with the high-quality care they expect and deserve.

Operationally, 2025 statistics varied including modest increases in 2025 versus 2024 in Emergency and Outpatient visits, coupled with declines in total General Surgeries and Discharges. Total acute average length of stay was unchanged from 2024 to 2025 (8.9 days)

Despite the challenges that are not unique to ECMC, we are fortunate to have such dedicated and exceptional caregivers who daily provide kind, compassionate care to their patients. They are the firm foundation of ECMC. The caring culture they have created and maintained on our Grider Street health campus and at outlying sites, has fortified our recruitment efforts. ECMC has had tremendous success recruiting nurses in the past year, eliminating all agency nurses, which is highly unusual in the overall national healthcare landscape. Since the beginning of 2025, we have brought on 778 new hires that include 225 new RNs, 74 LPNs and 91 CNAs. We hear routinely that many of our new employees are attracted to ECMC based on their knowledge of our inclusive, diverse and talented workforce and supportive culture. And, as the Board is aware, we continue to elevate our surrounding community with our top hiring from our own 14215 zip code. Also, 106 new physicians were onboarded during the year.

Following the tragic August 22nd tour bus accident on the NYS Thruway, 21 of the 54 injured occupants on the bus were transported to ECMC, four of them via Mercy Flight. Sadly, five individuals died at the scene of the accident. Within minutes of the news of the crash, we activated our Incident Command Center and called an external Code Triage for all staff in the hospital. Having trained routinely for Mass Casualty Incidents, most recently this past July, all of the necessary measures were activated, so that our caregivers would be ready to receive the injured tourists. As the day progressed and the patients were being cared for in various areas of the hospital, a press briefing featuring Chief of Emergency Medicine Dr. Jennifer Pugh, Chief Medical Officer Sam Cloud and Chief of Surgery Dr. Jeffrey Brewer was held to help convey to the broader community that the patients were receiving the highest level of care at ECMC. Our ECMC Family proved through this tragic event how vitally important ECMC is to our community, particularly responding to a Mass Casualty Incident.

Among our many clinical accomplishments, accreditations and national recognition in 2025, the Joint Commission granted ECMC three-year Comprehensive Accreditation. ECMC was also reverified as a Level 1 Trauma Center by the Committee on Trauma of the American College of Surgeons (ACS). By receiving the ACS's reverification, ECMC is deemed a Surgical Quality Partner of the ACS, which means ECMC is "...dedicated to surgical quality and is committed to maintaining the highest standards in surgical care." This reverification by the American College of Surgeons is another affirmation from a highly regarded national organization of ECMC's best-in-class, high-quality healthcare services.

The Joint Commission also granted ECMC three-year Accreditation for Behavioral Health Opioid Treatment.

In addition, the Commission on Cancer (CoC), a quality program of the American College of Surgeons (ACS) has granted another Three-Year Accreditation to the cancer program at Erie County Medical Center. To earn CoC accreditation, a cancer program must meet 34 CoC quality care standards, be evaluated every three years through a survey process, and maintain levels of excellence in the delivery of comprehensive patient-centered care. The CoC Accreditation Program demonstrates ECMC's focus on patients through various cancer-related programs that focus on the full spectrum of cancer care including prevention, early diagnosis, cancer staging, optimal treatment, rehabilitation, life-long follow-up for recurrent disease, and end-of-life care.

The Utilization Review Accreditation Commission (URAC) Accreditation Committee granted ECMC's Specialty Pharmacy full Accreditation, effective Jan 1, 2026 – Jan 1, 2028. URAC is an independent, nonprofit organization that sets quality standards and accredits various healthcare entities like health plans, pharmacies, and telehealth providers, ensuring they meet rigorous benchmarks for patient safety, effectiveness, and transparency, acting as a "gold standard" for quality beyond basic regulation. The organization commended ECMC for its commitment to promoting quality health services by obtaining URAC accreditation.

The Association for Advancement of Blood & Biotherapies, the national nonprofit professional, scientific and administrative association for individuals and institutions engaged in blood banking and transfusion medicine, accredited ECMC's transfusion activities effective July 1, 2025 – June 30, 2027.

ECMC's Laboratory Services received another two-year accreditation for ECMC's Transfusion Services following bi-annual on-site assessment by the Association for the Advancement of Blood and Biotherapies.

The American College of Surgeons (ACS) Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP), in partnership with the American Society for Metabolic and Bariatric Surgery (ASMB), congratulated ECMC on achieving a three-year Comprehensive Center with Obesity Medicine Qualifications accreditation. A MBSAQIP accreditation for ECMC formally acknowledges our commitment to providing and supporting quality improvement and patient safety efforts for metabolic and bariatric surgery patients. As an accredited program, ECMC demonstrated that we meet the needs of our patients by providing multidisciplinary, high-quality, patient-centered care.

Terrace View Long-Term Care Facility was again recognized on Newsweek's Best Nursing Homes 2026 list. Terrace View has received this prestigious award for six

consecutive years. Of the approximate 600 skilled nursing facilities that operate in New York State, 93 received this recognition for 2026. Terrace View was ranked 45th of the 74 long-term care facilities in New York State with 150+ beds.

ECMC was again recognized by Healthgrades as a Five-Star Recipient for Total Hip Replacement for four consecutive years (2023-2026). This highly regarded national survey affirms that some of the best orthopedic care for patients in the nation is available at ECMC. As the #1 platform for finding a doctor and a leader in healthcare transparency, Healthgrades helps millions of consumers each month find and schedule appointments with their healthcare professional of choice and prepare for their appointments with best-in-class, treatment-focused content.

ECMC is first hospital in Western New York to install Medical Microinstruments, Inc.'s Symani® Surgical System, a first-of-its-kind robotic technology that uniquely addresses the scale and complexities of microsurgery. Surgeons at ECMC are now able to use microsurgical techniques with robotic precision to perform reconstruction of small blood and lymphatic vessels to help restore quality of life for more patients. The Symani® Surgical System is the sixth robotic surgical system now available at ECMC. ECMC's robotic surgery program has grown significantly over the last few years excelling the recruitment of physicians from across the country who have been trained in these systems. Most importantly, the expansion of our robotic surgery program will improve the quality of life for the patient populations that have suffered in the past from a lack of options.

We were pleased to receive a \$10.9 million grant for ECMC's Behavioral Health service via the NYS DOH's Statewide Health Care Facility Transformation Program IV. This critically important funding will support the expansion of ECMC's inpatient psychiatric service and upgrading our Comprehensive Psychiatric Emergency Program (CPEP). The grant supports our continuing efforts to expand services to meet the increasing demand for care and continue our efforts to provide appropriate care as the needs of the community evolve. The expansion of the inpatient psychiatric service will include a new 24-bed unit and include renovations to CPEP to better serve patients dealing with various levels of Behavioral Healthcare needs.

Further related to Behavioral Health, ECMC joined colleagues from around Erie County to announce the Crisis to Care Collaborative, which brought together multiple organizations and agencies to collectively address Behavioral Health crises throughout our community. Together, the partners are working to lay the groundwork for a more coordinated, effective approach in helping anyone experiencing a behavioral health crisis. Various public, private, healthcare, and non-profit sector leaders from across Western New York gathered in May 2025 to launch the initiative—an innovative effort aimed at improving the response to people experiencing a mental health emergency.

In August, ECMC opened our new Breast Health Center, which will provide a full continuum of care, from education and screening to reconstruction and oncology treatment in one centralized location. The new Breast Health Center will offer mammography patients the gold standard in 3D imaging using Hologic Dimensions equipment as well as the Hologic bone density (DEXA) system. Breast ultrasound also playing a critical role in mammography will be performed on a state-of-the-art Toshiba Sequoia unit. These services are offered daily and in one convenient suite allowing the patient to move comfortably between modalities. The Center, the first bricks and mortar mammography suite in the Delevan-Grider neighborhood, will support the immediate

needs of the neighborhood's residents, which is listed as "highest need" on the City's priority needs ranking map. Since opening, 331 women have been screened in the Center, 74.3% of whom are minority women.

We were very appreciative that Governor Kathy Hochul announced that ECMC and UB will receive \$110,600,000 in funding from our joint application in the state's Healthcare Safety Net Transformation Program. Our joint application to the state was predicated on our shared commitment between ECMC and UB to provide a health care model that can achieve more integrated care, better workforce recruitment and retention, and enhanced financial sustainability. We are very thankful that New York State will support ECMC's and UB's collaborative efforts, which are focused on three areas:

- Improve patient experience through a new state-of-the-art electronic medical record system (EPIC), which has been coordinated in collaboration with UB, ECMC and Kaleida Health to implement a community-wide shared electronic medical record system.
- Develop a Community Healthcare Pavilion and Learning Center on ECMC's Grider Street health campus that will bring together primary care, outpatient care, and diagnostic care in a patient-centered community environment in addition to new clinical learning and care simulation space. Care will be delivered by physicians who are part of the UBMD Physicians' Group, working in alignment with ECMC's mission to expand access to care for the community of Buffalo's East Side. The collaborative learning center will provide state-of-the-art space for training and educating physicians, residents, nurses, and other clinicians, linked to the current training assets provided through UB.
- Strengthen the primary care workforce by investing in physician training, recruitment and retention efforts to address the primary care needs of patients who live in Buffalo to create a physician pipeline to improve access to primary care on the ECMC campus and surrounding community .

Governor Hochul also announced \$20.7 million to support SNUG Street Outreach programs statewide, including \$2.8M for ECMC's SNUG program, that work to reduce gun violence and save lives in 14 communities across New York State. These grants to community-based organizations and hospitals fund outreach workers, hospital responders, social workers and case managers who are credible messengers and work with individuals at risk of gun violence, connecting them with support and services to change behavior and increase opportunities. Further, ECMC's BRAVE Trauma Recovery Center successfully completed and submitted our Office of Victim Services Grant and were awarded \$581,577.06 per year for three years. Our total new funding is \$1,744,731.18.

2025 marked the second year of ECMC's Healthcare Explorers program, which is an immersive Summer Healthcare Internship for high school students from throughout our region that provides them with hands-on learning opportunities, while exploring multiple healthcare specialties & disciplines. Erin Conley, ECMC's Manager of HR Operations & Emily Beauchamp MHA, ECMC's Assistant Director of Population Health were chosen to make a presentation on ECMC's Healthcare Explorers program in the Executive Leadership Lessons Track during America's Essential Hospitals' annual conference VITAL2025 on June 12th in Atlanta. This program, which has engaged more than 240 students from 50+ schools in WNY, offers high school students a unique, immersive summer experience to explore diverse health care careers and helps students discover the full spectrum of healthcare professions while enhancing their resumes and building valuable networks.

Premier Health Partners, PC, (PHP) a physician-led organization specializing in primary care, orthopedics and endocrinology located in four locations in the Northtowns and Southtowns, was launched in 2025. PHP brings together compassionate care and clinical excellence to serve the residents of Western New York. In partnership with ECMC, the new entity is committed to advancing wellness through trusted relationships, innovation, and inclusive, patient-centered care, bringing clinical excellence into the heart of communities across Western New York – making care more accessible, inclusive, and responsive to real lives.

As we always focus on quality, we were proud that America's Essential Hospitals awarded ECMC a 2025 Gage Award honorable mention for population health at VITAL2025, the organization's annual conference, in Atlanta. AEH recognized ECMC for its remote patient monitoring program to mitigate barriers to treatment for patients with hypertension.

As an institution, ECMC has been very intentional and successful in procuring goods and services from NYS-certified MWBEs. Over the past few years, we have been heralded by the Governor for our quantifiable success, twice receiving the state's MWBE Champions Award and an A+ rating. Since 2020, ECMC has utilized over \$43.9 million in MWBE services on a variety of projects throughout our institution. And in the state's 2024-2025 fiscal year, ECMC was responsible for \$3.9 million to NYS Certified MWBEs, representing a 48% utilization, well exceeding the NYS goal of 30%.

The dynamic culture of ECMC is best represented in the success of our Annual Giving Campaign. Because of our ECMC Family's generosity in 2025, we again exceeded 50% participation in charitable giving to the Annual Giving Campaign. With \$445,356 in total support in 2025, the Foundation reinvests those proceeds back into the care our staff deliver through a variety of programs that support professional development for staff, equipment and technology to enhance our high-quality healthcare services and other initiatives to ensure they have all of the support and resources they need to provide lifesaving care to our patients.

We also continue to recognize and support our nurses, and this year the ECMC Foundation Nursing Education and Professional Development Fund supported 66 nursing scholarships and 21 nursing certifications. From 2020 through 2025, 319 nursing scholarships and 163 nursing certifications have been granted. And to help prepare for future nurses here at ECMC, from 2020 through 2025, we have hosted over 7,000 nursing students, RNs and LPNs, all of whom completed clinical experience in our institution. We know that many of the students ultimately choose to pursue their nursing careers at ECMC based on their experience training here.

ECMC's 108-year historical legacy on the Grider Street Health Campus has been filled with significant groundbreaking clinical achievements and overcoming external challenges to maintain the foundation of the institution, especially fulfilling our commitment to providing the highest quality care to every patient seeking our services, no matter their condition or circumstances. From various pandemics, economic challenges, international conflicts, severe weather events and ransomware attacks, ECMC, thanks to our remarkably talented and dedicated caregivers – at every level of the institution – has never faltered in serving our community and providing every patient the highest quality of care delivered with compassion. We remain committed to that core principle, and we are resolute in our determination to maintain the level of high-quality healthcare services that has regularly been extolled and honored by national third-party sources. As always, we remain deeply thankful to the members of our ECMC Board who themselves have each provided invaluable support and guidance to the ultimate benefit of

our patients and our ECMC family. While many challenges remain before us, we are confident, with the Board's unwavering commitment, we continue to strengthen ECMC's longstanding position as our region's community hospital, providing hope and healing to the residents of Western New York.

Best,

Tom