

## AGENDA

ANNUAL MEETING OF THE BOARD OF DIRECTORS  
ERIE COUNTY MEDICAL CENTER CORPORATION  
TUESDAY, JANUARY 28, 2025

- I. CALL TO ORDER: DARBY FISHKIN, VICE CHAIR
- II. APPROVAL OF MINUTES OF THE JANUARY 23, 2024 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 24, 2023 MINUTES OF THE  
BOARD OF DIRECTORS ANNUAL MEETING  
HYBRID MEETING HELD

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Present: Reverend Mark Blue, Ronald A Chapin (virtual), Darby Fishkin, Sharon Hanson, Michael Hoffert (virtual), James Lawicki, Christopher O'Brien, Hon. John O'Donnell, Jennifer Persico, Reverend Kinzer Pointer, Thomas J. Quatroche, Eugenio Russi, Michael Seaman, Benjamin Swanekamp

Excused: Ronald Bennett, Jonathan Dandes, Christian Johnson

Also

Present: Samuel Cloud, MD, Anthony J. Colucci, III (virtual), Peter Cutler, Andrew Davis, Cassandra Davis, Joseph Giglia, Susan Gonzalez, Donna Jones, Pamela Lee, Charlene Ludlow, Jennifer Pugh, MD, Jonathan Swiatkowski, James Turner,

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**I. Call to Order:**

The meeting was called to order at 4:12 p.m.

**II. Minutes**

Upon a motion made by Reverend Kinzer Pointer and seconded by Honorable John O'Donnell, the minutes of the January 25, 2022 Annual Meeting of the Corporation were unanimously approved.

**III. Appointment of Officers of the Corporation**

Moved by Reverend Kinzer Pointer and seconded by Honorable John O'Donnell 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	Jennifer Persico
Immediate Past Chair	Jonathan Dandes
Vice Chair	Eugenio Russi
Secretary	Sharon Hanson
Treasurer	Darby Fishkin

**Motion approved unanimously.**

**IV. Remarks by the President & Chief Executive Officer**

Thomas Quatroche stated that before he began his Annual Report, he wanted to address recent articles in the newspaper regarding ECMC's CPEP unit. He summarized how the department has grown over the last five (5) years and the negative effect of COVID and the challenges faced by the hospital during the last two (2) years. Dr. Quatroche thanked the board for their continuing advocacy of behavioral healthcare.

Dr. Quatroche thanked the Board of Directors for their ongoing commitment and support and his Executive Team for their dedication and hard work this past year.

### **Quality**

Dr. Quatroche reviewed the quality distinctions received by the hospital in 2022. American College of Surgeons visited twice during the year, once to verify ECMC as a Trauma Center and once to certify the hospital's Bariatric program, and found zero deficiencies in both. ECMC received accreditation from The Joint Commission and Commission on Cancer Programs. The hospital was named as one of "America's 100 Best in Orthopedic Surgery" and Terrace View received a 4-star rating from CMS.

Dr. Quatroche reported on the trend in COVID numbers over the last three years and the effect that COVID has made on the number of ALC days, length of stay, number of inpatients, outpatients, surgeries, and discharges. The hospital's key statistics remained negative throughout the year. However, the hospital has continued to focus on the journey to zero harm. Reporting on Hospital Acquired Conditions, Dr. Quatroche noted that CAUTI (Catheter-associated Urinary Tract Infection) cases have continued to fall regardless of the pandemic and CLABSI (Central Line-Associated Bloodstream Infection) cases have risen slightly but are still considerably lower than the national average.

### **Patient Experience**

Dr. Quatroche reviewed the Hospital Consumer Assessment of Healthcare scores for 2022. ECMC staff continue to focus on improving patient experience scores.

### **Culture**

Dr. Quatroche reviewed the nursing and staff accomplishments during 2022. Staff recognition and diversity in the organization remains a significant focus at ECMC. The hospital's utilization of Minority/Women-owned Business Enterprises has exceeded the State minimum for the last five (5) years and was recognized by New York State in 2022.

The ECMC Foundation encouraged professional development through scholarships and certifications. Over 50% of ECMC's employees contributed to the 2022 Annual Fund; 8.6% participated in 2016.

### **Operations**

The most important element in operations during 2022 was the recruitment effort. There were a total of 1,025 new hires: 298 RNs, 73 LPNs, 90 CNAs and 564 other positions. In addition, 82 new physicians were hired. The hospital reduced the number of agency nurses to 10. Dr. Quatroche also reported on new programs and initiatives.

### **2022 Goals**

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

**Adjournment**

Moved by Eugenio Russi and seconded by Reverend Kinzer Pointer to adjourn the Annual Meeting at 4:33 p.m.

A handwritten signature in cursive script that reads "Sharon L. Hanson". The signature is written in black ink and is positioned above a horizontal line.

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Sharon L. Hanson  
Corporation Secretary

**Resolution  
Appointing Officers of the Corporation**

Approved January 24, 2023

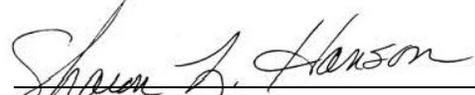
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WHEREAS, the Board of Directors of the Corporation is designated by law as the governing body of the Corporation and has the authority to appoint officers of the Corporation as it deems necessary in order to fulfill its purposes; and

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

NOW, THEREFORE, the Corporation resolves as follows:

- | <u>1. Officer Position</u> | <u>Appointment</u> |
|----------------------------|--------------------|
| Chair, Board of Directors  | Jennifer Persico   |
| Immediate Past Chair       | Jonathan Dandes    |
| Vice Chair, Chair-Elect    | Eugenio Russi      |
| Secretary                  | Sharon Hanson      |
| Treasurer                  | Darby Fishkin      |
2. This resolution shall take effect immediately.

  
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Sharon L. Hanson  
Corporation Secretary

## CEO Board Annual Report

Throughout 2024, 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.

In almost every measurable category, increases demonstrated a sustainable positive trend in patient volumes that is certainly beneficial to serving our community and improving our financial challenges. Positive operational growth was reflected in our inpatient and outpatient services, Emergency Department visits, and surgeries. And total acute average length of stay dropped by 12.1% (from 9.2 days in 2022 to 8.1 this past year), which helped our ability to serve more patients.

We often speak about ECMC's unique culture and the dedication and resilience of our caregivers. They are the cornerstone of our institution. Their accomplishments and nationally recognized clinical excellence supports and strengthens our recruitment efforts. ECMC has had tremendous success recruiting nurses in the past year, eliminating almost all agency nurses. Since the beginning of 2024, we have brought on 769 new hires that includes 165 new RNs, 48 LPNs and 114 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, 136 new physicians were onboarded during the year and resulted in the expansion of services on our health campus.

Among our many clinical accomplishments, accreditations and national recognition in 2024, ECMC's Medical Intensive Care Units (MICU) North and South were each recognized by the American Association of Critical-Care Nurses (AACN) with a gold-level Beacon Award for Excellence. With this accomplishment, ECMC is 1 of 2 Level 1 Trauma Centers in New York State with more than 1 Gold Beacon Unit, 1 of 7 hospitals in the state with more than one Gold Beacon unit, and one of two hospitals in Western New York with more than one Gold Beacon unit. The Beacon Award for Excellence — a significant milestone on the path to exceptional patient care and healthy work environments — recognizes caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. The gold-level Beacon Award for Excellence earned by ECMC's MICU North and South nurses signifies effective and systematic approaches to policies, procedures, and processes. This was an exciting and well-deserved achievement for our medical ICU nurses. The AACN's Gold Beacon Award for Excellence is further evidence of ECMC's national best-in-class patient care that we have become known for throughout our community.

Expanding our state-of-the-art surgical capabilities, a fifth surgical robot was added this past year to our surgical services. The ION robotic navigational bronchoscopy platform was delivered to ECMC on September 9th. It is designed to reach smaller lung nodules in the periphery of the lung to diagnose lung cancer earlier and increase the survival rate. ECMC's Thoracic Surgeon, Dr. Thamer Qaqish successfully first utilized the ION robot on September 25th, expanding our cutting-edge surgical technology for the benefit of our patients. The robotic platform is designed to reach smaller lung nodules in the periphery of the lung to diagnose lung cancer earlier and increase patients' survival rate. In addition, in 2024 we completed a 12-week Operation Room

lighting modernization project, which now provides significantly enhanced and improved lighting for our dedicated surgical teams.

In another indication of national affirmation of ECMC's clinical excellence, we earned status in 2024 as an American College of Surgeons (ACS) Surgical Quality Partner due to ECMC's participation in multiple ACS quality programs. According to the ACS, "Hospital systems that implement ACS Quality Programs help hospitals prioritize a proactive quality and safety culture, reduce unnecessary hospital stays, and save money." We were proud to be recognized by such a prestigious national organization for our commitment to quality services, patient safety, and sound management of our institution.

In Orthopedics, ECMC was honored by US News and Annual Report in their annual High Performance Hospitals report as a High Performing Institution for Hip Replacement. According to their report, "Over 6,000 hospitals were evaluated and eligible hospitals received one of three ratings -- high performing (593 hospitals), average (1,376 hospitals) or below average (488 hospitals) with the balance either not offering the service or performing too few of the procedures to be rated. Hospitals that earned a high performing rating were significantly better than the national average."

The American College of Emergency Physicians (ACEP) informed ECMC that our Emergency Department in 2024 achieved the bronze standard — Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation. The voluntary GEDA program, which includes three levels similar to trauma center designations, provides specific criteria and goals for emergency clinicians and administrators to target. This accreditation from ACEP reinforces the high-quality care and clinical excellence that ECMC is known for, particularly in our Emergency Department. It further highlights our caregivers' commitment to ensuring that all patients, notably older adults, receive the very best healthcare services they need.

ECMC's clinical services continued to receive national recognition for their excellence and innovation. Lucia Gioeli's (MA VP of Ambulatory Services & Population Health) and Amanda Farrell's (BSN,RN,CMSRN,AMB-BC, Population Health Clinical Data Analyst) Addressing ECMC continues to receive national recognition, and ECMC presented the "Perceived Control of Chronic Condition" this past June within the Innovation in Healthcare track at America's Essential Hospital's national annual meeting VITAL2024. In addition, ECMC also presented "Optimizing Diabetes Management: A Comprehensive Care Model", which was accepted for America's Essential Hospital's VITAL2024 poster session that was held during the conference's opening reception. Viewed by safety net hospitals across the country, abstracts like Amanda's highlight their members' outstanding, innovative work to deliver efficient and effective care to those in greatest need.

Dr. Anthony Martinez, ECMC's Medical Director of Hepatology was honored in July with the Coalition for Global Hepatitis Elimination's 2024 Hepatitis Elimination Champion award. Dr. Martinez was one of eight Champions selected worldwide from seven countries, reinforcing the scope and level of excellence of ECMC's clinicians. The Coalition for Global Hepatitis Elimination, a program of The Task Force for Global Health, is a nonprofit bringing together global partners to achieve worldwide elimination of viral hepatitis. And in further recognition of ECMC's innovative high-quality healthcare services, the national publication Healthcare IT News published a high-profile feature story on our Ambulatory Services very successful Remote Patient Monitoring program, which was developed in collaboration with Independent Health.

And, further demonstrating ECMC's clinical leadership in our region, our Rehabilitation Medicine and Acute Care Services held its seventh annual Rehab Symposium, titled "A Multidisciplinary Approach to the Acute Care Patient." For this well-attended conference, many of the region's most experienced clinicians were invited to speak on a variety of topics pertaining to rehabilitation on acute and critical care services. Area therapists, rehab professionals, and therapy students from the community were invited to learn about some of the specialty services that are available at ECMC.

We celebrated the opening of ECMC's new satellite Trauma Recovery Center, that is affiliated with the institution's BRAVE (Buffalo Rising Against Violence) initiative, which is our hospital-based violence intervention trauma recovery effort that serves individuals who have experienced acute victimization and violence. In October 2023, ECMC's BRAVE program achieved designation/certification as Western New York's only Trauma Recovery Center (TRC). It is only the second NYS Office of Victims Services(OVS)-funded program in the state to attain that distinction from the National Alliance of Trauma Recovery Centers (NATRC); the other TRC in the state is located in Brooklyn. There are only 52 TRCs in the United States. It's a successful model that treats victims of violence holistically and proactively through comprehensive case management and assertive outreach.

We were pleased and gratified that Terrace View Long-Term Care Facility was again recognized on Newsweek's Best Nursing Homes 2025 list. This prestigious award, which Terrace View has received in five consecutive years, is presented by Newsweek and Statista Inc., the world-leading statistics portal and industry ranking provider. Of the 600 skilled nursing facilities that operate in New York State, 69 received this recognition for 2025. This prestigious, national third-party assessment reinforces the high-quality care that distinguishes Terrace View and underscores the professionalism and commitment of our Terrace View caregivers. With very medically complex patients averaging 68 years of age, these caregivers routinely demonstrate their focus on quality, compassionate care for every resident. This recognition of Terrace View was yet another example of the ECMC Family's dedication and passion for those we serve.

And this past year we were proud to celebrate the 10th Anniversary of the opening of our Center for Occupational & Environmental Medicine (COEM). The COEM was designed as a regional health facility for Western New York workforce members with work-related health needs and to prevent work-related illnesses and injuries through increased awareness and health education, early diagnosis and treatment. The COEM was created at ECMC in close collaboration with Western New York's labor unions to help workers exposed to occupational and environmental conditions and injuries in the workplace. Beginning in 2014 with just 15 patients, the COEM has grown tremendously, now having served over 36,000 patients over the past decade. This growth reflects our commitment to the health and wellness of our community and the benefit of having such a center available to workers from throughout our region.

ECMC was again recognized by the Lown Institute among the best nationally and in New York State, receiving 'A' grades on the 2024-2025 Lown Institute Hospitals Index across five metrics, including: health equity, community benefit, inclusivity, value of care, and avoiding overuse. The Lown Hospitals Index is the only national ranking to provide a holistic evaluation of hospital performance across health equity, value, and outcomes. Top grades on the Index represent independent, data-backed recognition of success in these areas. The Lown Hospitals Index for Social Responsibility is the only ranking to include metrics of health equity and value

of care alongside patient outcomes, creating a holistic view of hospitals as total community partners.

Essential to our continuing ability to maintain high-quality healthcare services is our ability to access funding from a variety of sources that strengthen ECMC. In 2024, with the strong support of our Congressional delegation, we received \$14,624,938 from the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) to cover costs associated with emergency protective measures and increased staffing taken for ECMC's COVID response dating back to the start of the pandemic in Spring 2020. This funding was provided at a 100% federal cost share. Contract labor costs were very expensive during the COVID-19 pandemic and necessary to ensure we could support our ECMC caregivers as they worked to save the lives of the most vulnerable patients in our community.

Further, ECMC received \$13.6M from FEMA to upgrade and modernize our emergency generators. We applied for this grant in June of 2022. Again, thanks to the support of our Congressional delegation, this grant will enable ECMC to acquire and install six new state-of-the-art emergency generators that will protect ECMC for many years to come.

ECMC also was awarded \$8,279,008 through New York State's Vital Access Provider Program (VAP). The VAP program was implemented to fund operational costs for turnaround initiatives to help financially distressed New York State healthcare entities seeking to: Improve facility financial viability; meet community service needs; improve the quality of care; and increase health equity for populations at risk. With this funding, ECMC will expand our Comprehensive Transition of Care program to further understand the needs of underserved patients at the highest risk of readmission, avoidable admission, and extended length of stay. By deploying interdisciplinary clinical care across the continuum, improved access to primary care, and community support ECMC will be equipped to better address SDOH and reduce readmissions, avoidable admissions, and length of hospital stays. The funding spans over a period of three years.

We were also pleased to learn that our Employee Health and Hepatology teams were both awarded \$250,000 each (\$500,000 total) in grant funding from Erie County and the Erie County Department of Health to aid in the community's response to the opioid crisis. Employee Health will use the funds to create employee assistance programs for both ECMC and the community, and the Hepatology team will work on a community-wide approach with a focus of addressing the needs of criminal justice-involved persons and the needs of pregnant or parenting women and their families.

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. Since 2020, ECMC has utilized over \$42 million in MWBE services on a variety of projects throughout our institution. And in the state's 2023-2024 fiscal year, ECMC was responsible for \$4.35 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 2024, we achieved the highest level of support from staff throughout our institution. By exceeding 50% participation in charitable giving, we realized the highest percentage ever (52.26%) for contributions to the Annual Giving Campaign. With \$483,204 in total support in 2024, 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.

This past July 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. For this summer's five two-day sessions, applications from area high school students increased 71% over last year, which resulted in 150 student participants from 45 schools. The success of the program caught the attention of HANYS, which filmed one of the sessions and shared highlights, including interviews with participants and program organizers, with their 500 not-for-profit and public hospitals, nursing homes, and other healthcare member organizations statewide as part of their Member Spotlight series.

We also continue to recognize and support our nurses, and this year the ECMC Foundation Nursing Education and Professional Development Fund supported 48 nursing scholarships and 35 nursing certifications. Since 2017 through 2024, 464 nursing scholarships and 299 nursing certifications have been granted. And to help prepare for future nurses here at ECMC, from 2020 through 2024, we have hosted 6,853 nursing students, RNs and LPNs, all of whom completed a 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.

After several years devoted to restoring ECMC's finances, operations and patient volumes, we are beginning to witness the overall improvements we have dedicated ourselves to achieving. Thanks to the guidance and support of the Board, ECMC maintains its strong position in our region as a healthcare institution that provides nationally recognized and honored high-quality healthcare services to the residents of Western New York – no matter their condition or circumstance. We are deeply appreciative of the Board's commitment to fulfilling ECMC's Mission and for your selfless contributions to every aspect of our day-to-day operations. As we move into a new year, inspired by the successes of 2024, thank for everything you do for our ECMC Family.

Best,

Tom