



ECMCC Board of Director's Meeting

February 27, 2024

Zizzi Conference Center

Erie County Medical Center

462 Grider Street

Buffalo, NY 14215

AGENDA
REGULAR MEETING OF THE BOARD OF DIRECTORS OF
ERIE COUNTY MEDICAL CENTER CORPORATION
FEBRUARY 27, 2024

- I. CALL TO ORDER: Eugenio Russi, Vice Chair
- II. APPROVAL OF MINUTES:
- III. RESOLUTIONS MAY BE DISTRIBUTED TO THE BOARD OF DIRECTORS DURING THE MEETING ON FEBRUARY 27, 2024
- IV. REPORTS FROM THE CORPORATION'S LEADERSHIP TEAM
 - A) **Chief Executive Officer & President**
 - B) **Chief Financial Officer**
 - C) All other reports from leadership are received and filed.
- V. REPORTS FROM STANDING COMMITTEE CHAIRS
 - A) **Executive Committee** (by Eugenio Russi)
 - B) **Buildings and Grounds Committee** (by Ronald Bennett)
 - C) **M/WBE Committee** (by Reverend Mark Blue)
 - D) **Quality Improvement and Patient Safety Committee** (by Michael Hoffert)
- VI. EXECUTIVE SESSION
- VII. ADJOURN

ERIE COUNTY MEDICAL CENTER CORPORATION
JANUARY 24, 2023 MINUTES OF THE
BOARD OF DIRECTORS MEETING
HYBRID MEETING HELD

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

Excused: Christian Johnson, Jennifer Persico

Also

Present: Samuel Cloud, MD, Peter Cutler, Andrew Davis, Cassandra Davis, Joseph Giglia, Susan Gonzalez, Donna Jones, Pamela Lee, Charlene Ludlow, Jennifer Pugh, MD, Jonathan Swiatkowski

I. Call to Order

The meeting was called to order at 4:55 pm by Vice Chair, Eugenio Russi.

II. Minutes

Upon a motion made by Reverend Kinzer Pointer and seconded by Michael Seaman, the minutes of the November 28, 2023 regular meeting of the Board of Directors were unanimously approved.

III. Action Items

Resolution of the Board of Director's of Erie County Medical Center Corporation Approving Service Contracts in Excess of One Year

Moved by Reverend Kinzer Pointer and seconded by Michael Seaman

Motion approved unanimously

Resolution Receiving and Filing Medical-Dental Staff Meeting Minutes for November and January and

Proposed that Dr. Murray Walsh be appointed as Chief of Service for the Physical Medical and Rehab Services

Moved by Reverend Kinzer Pointer and seconded by Christopher O'Brien

Motion approved unanimously

Mr. Russi asked for a motion to approve the 2024 Board meeting dates as presented in the board packet. Moved by Reverend Kinzer Pointer and seconded by Sharon Hanson.

Motion approved unanimously.

VI. Reports from the Corporation's Leadership Team

Chief Executive Officer and President

Dr. Thomas Quatroche, having given the yearly hospital review at the Annual meeting, had no further information to report.

Chief Financial Officer

Jonathan Swiatkowski reviewed the December 2023 Key Statistics. Discharges, surgeries and outpatient visits were all higher than last year. Length-of-stay (both Acute Average and Total Average) has decreased for the first time in some years. A summary of the preliminary financial results through December 31, 2023 was reviewed and the full set of these materials are received and filed. Mr. Swiatkowski reported that days operating cash on hand is currently 16 days. Mr. Swiatkowski also presented a financial summary of 2023. Sharon Hanson complimented Mr. Swiatkowski and Mr. Davis for their efforts during the year to keep the hospital in good financial standing.

Vice President of Communications and External Affairs

Peter Cutler announced that Tom Quatroche will be honored as a member of the Power 100 in Healthcare by City and State Magazine Healthcare. He will also be awarded at the 4th annual Inclusion, Diversity, Equity Awareness Awards by Business First.

Susan Gonzalez announced the Service Award winners at this year's Springfest celebration: Distinguished Physician Award winner as Michael Cummings, MD, and the Distinguished Nurse Award honoree is Jillian Sauer, NP, Unit Manage 9z1.

V. Standing Committees

- a. **Executive Committee:** Mr. Russi had nothing to report from the Executive Committee.
- b. **Finance Committee:** Mr. Seaman had nothing to report from the Finance Committee.
- c. **Audit Committee:** Darby Fishkin reported that the committee will meet in mid March after the Audit.
- d. **Buildings and Grounds:** Ronald Bennett gave an update on all ongoing projects and reported on the efforts during the latest snow storm by the department.
- e. **Human Resources:** Michael Seaman gave compliments to Andy and the entire team for their efforts to keep the outstanding culture of the hospital.

- f. **Quality Improvement and Patient Safety Committee:** Michael Hoffert updated the group on the December and January meetings.

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

VI. Adjournment

Moved by Reverend Kinzer Pointer to adjourn the Board of Directors meeting at 5:33 p.m.



Sharon L. Hanson
Corporation Secretary

**A Resolution of the Board of Directors of Erie County Medical Center Corporation
Approving Service Contracts in Excess of One Year**

Approved January 23, 2024

WHEREAS, in accordance with New York Public Authorities Law § 2879(3)(b)(ii), all agreements for services to be rendered in excess of one year (the “Applicable Contracts”) are required to be annually reviewed and approved by the Erie County Medical Center Corporation (the “Corporation”) Board of Directors (the “Board”) via resolution; and

WHEREAS, in accordance with Article VI, Section 20 of the Corporation By-Laws, the Corporation has delegated primary responsibility for review of these contracts to the Contracts Committee of the Board; and

WHEREAS, on January 17, 2024, the Contracts Committee met and reviewed the Applicable Contracts reviewed during the period between October 1, 2023 and December 31, 2023; and

WHEREAS, the Contracts Committee approved the ratification of the Applicable Contracts in their current form; and

WHEREAS, the Contracts Committee recommends to the Board that the Corporation approve and ratify the Applicable Contracts;

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

1. The Board of Directors of Erie County Medical Center Corporation hereby approves and ratifies the Applicable Contracts described in the attachment to this Resolution.
2. This resolution shall take effect immediately.



Sharon L. Hanson

Corporation Secretary

New contracts
October 1, 2023 - December 31, 2023

Vendor	Contract Type	Department	Effective Date	Expiration Date	Description	Annual Estimated Value
Academic Medicine Services, Inc. d/b/a UBMD Internal Medicine	Professional Services Ageement (First Amendment)	Physician	7/1/2023	9/21/2025	Numerous changes throughout, most significantly removal of two physicians, resulting in a net reduction of \$250,000, though new physicians will be added to separate agreement.	\$4,800,000
Adaptive Biotechnologies Corporation	Laboratory Services Agreement	Lab	2/1/2024	Evergreen	Reference laboratory testing that in certain specific circumstances due to payer or regulatory requirements may need to be billed to ECMCC (final term TBD).	\$15,000
Advanced Medical Physics, PLLC	Medical Physics Services Agreement (First Amendment)	Imaging	8/1/2023	12/31/2025	Extension of agreement for diagnostic radiological physics and medical nuclear physics services.	[Redacted]
Apogee Medical Management, Inc.	Professional Services Agreement (21st amendment)	Physician	10/1/2023	12/31/2023	Permits for physician to provide services on as-needed basis.	Total contract estimated approximately \$9M
Apogee Medical Management, Inc.	Professional Services Agreement (22nd amendment)	Physician	12/31/2023	3/31/2024	Extension of existing agreement for another three months while new contract under negotiation.	No change; cost remains approximately \$9M
Apogee Medical Management, Inc.	Professional Services Agreement (23rd amendment)	Physician	1/9/2024	3/31/2024	Alters compensation for one of physicians providing services.	Net impact additional \$50,000
Arc Building Partners LLC	Construction Management Agreement (Amendment)	Plant Operations	12/11/2023	3/11/2024	Adds OR light project to agreement.	\$51,138 for project
B.E. Smith, Inc.	Professional Services Agreement (Amendment)	Finance	11/1/2023	Evergreen	Amendment changing title and compensation for VP of Payor Relations.	[Redacted]
Cardinal Health 200, LLC	Inventory Storage Services Agreement	Materials Management	1/1/2024	12/31/2026	Extension of warehousing agreement for PPE.	\$19,000
Change Healthcare Soluttions, LLC	Network Services Agreement	Pharmacy	2/1/2024	1/31/2027	Change Healthcare to act as a clearinghouse for Part B reimbursement required for transplant patients to be able to utilize ECMCC's retail pharmacy.	\$15,000
Cleverly + Associates	Professional Services Agreement	Finance	2/1/2024	1/31/2027	Vendor to provide Rate Advisor services to meet the CMS hospital price transparency requirement, and to produce a comparison of ECMCC price position relative to other facilities.	[Redacted]
Davey Tree Lanscaping Services, Inc.	Landscaping Services Agreement (First Amendment)	Plant Operations	11/30/2023	11/30/2025	Extension of landscaping services for ECMCC's campus.	\$50,000
Despirt Mosaic & Marble Co.	Services Agreement	Plant Operations	2/1/2024	1/31/2027	Vendor to provide specialized flooring repairs, replacement, and installation on as-needed basis (final term TBD).	\$30,000
Echosens North America, Inc.	Services Agreement	Radiology	12/4/2023	12/3/2026	Service on imaging equipment.	\$8,250

Elbers Landscape Service, Inc.	Services Agreement	Plant Operations	1/1/2024	12/31/2027	Snow removal services provided on as-needed basis.	\$35,000
Evoqua Water Technologies, LLC	Services Agreement	Lab	9/1/2023	8/31/2024	Servicing of water equipment (renewed annually).	\$8,500
Formal Maintenance Services, Inc. d/b/a Fat Free Systems	Electrical Services Agreement	Plant Operations	8/1/2023	7/31/2024	Cleaning of fans, ducts, vents, etc.	\$15,700
GE Healthcare	Maintenance Agreement	Radiology	9/26/2023	9/25/2028	Service contract for radiology equipment.	\$13,040
GE Healthcare	Maintenance Agreement	IT	9/26/2023	11/30/2028	IT service agreement for GE Muse System.	\$39,494
General Physician, P.C.	Professional Services Agreement	Physician	12/1/2023	11/30/2028	ECMCC's captive PC to provide various professional services to ECMCC.	\$20,000,000
GP Rochester, Inc. d/b/a Paul Davis Restoration of Greater Rochester	Services Agreement	Plant Operations	11/20/2023	11/19/2026	Emergency remediation, cleanup and resotration services on an as-needed basis.	\$80,000
Great Lakes Medical Imaging, LLC	Professional Services Agreement (Fourth Amendment)	Imaging	12/1/2023	6/9/2027	Amendment to imaging services agreement to remove double read services and add additional requirements for radiologists.	\$8,000,000
Hamburg Overhead Door, Inc.	Maintenance Agreement	Plant Operations	10/1/2020	9/30/2023	Planned preventative maintenance services for various overhead doors.	\$2,880
Intelligent Medical Objects, Inc.	Software Maintenance Agreement	IT	11/19/2024	11/18/2025	Support for IMO software image within Meditech EMR (renewed annually).	\$214,024
Iradimed Corporation	Maintenance Agreement	Radiology	10/1/2020	9/30/2023	Maintenance of radiology equipment.	\$3,700
J&J Details and Maintenance, LLC	Services Agreement	Environmental Services	1/1/2024	12/31/2026	Cleaning and floor care on an as-needed basis.	\$165,000
Jeff L. Teibel DPM, PLLC	Professional Services Agreement	Environmental Services	11/1/2023	10/31/2024	Podiatry agreement for Terrace View residents. Physician bills residents' insurance, not ECMCC.	N/A
JK Executive Strategies	Recruitment Agreement	Human Resources	2/1/2024	1/31/2027	Agreement for executive search services (final term TBD).	\$20,000
Kideney Architects P.C.	Architectural Services Agreement (Twenty-ninth amendment)	Plant Operations	10/24/2023	6/3/2024	Adds OR light project to architect agreement.	\$15,824
Merchant Association Division Inc. d/b/a Sherloq Financial	Professional Services Agreement	Revenue Cycle	2/1/2024	1/31/2027	Collections services for delinquent patient accounts (final term TBD).	N/A; vendor will receive percentage of collections
Microsoft Corporation	Software Maintenance Agreement	IT	1/26/2024	1/25/2027	Support services from Microsoft.	\$118,000
O'Connell Electric Company, Inc.	Electrical Services Agreement	Plant Operations	10/1/2020	9/30/2023	High voltage and switchgear services and emergency electrical work and inspections.	\$200,000
Olympus America Inc.	Maintenance Agreement	Operating Room	10/17/2023	10/16/2024	Maintenance of laser equipment (renewed annually).	\$17,500
Pentax Medical	Maintenance Agreement	Operating Room	1/1/2024	12/31/2026	Maintenance of OR equipment.	\$67,867
Press Ganey Associates, Inc.	Services Agreement (Fifth Amendment)	Administration	12/31/2023	3/31/2024	Extension of existing agreement while RFP is pending.	[Redacted]
RSM US LLP	Audit Services Engagement	Finance	1/1/2024	12/31/2026	RSM to provide annual financial statement auditing and related services.	[Redacted]
RTR Financial Services, Inc.	Professional Services Agreement	Revenue Cycle	2/1/2024	1/31/2027	Collections services for delinquent patient accounts (final term TBD).	N/A; vendor will receive percentage of collections
SHS Services, Inc. d/b/a Supplemental Health Care	Staffing Agreement	Human Resources	10/27/2023	10/27/2024	Extension of existing staffing services agreement.	N/A; dependent on needs of hospital

Steris Corporation	Maintenance Agreement	Operating Room	9/1/2023	8/31/2024	Maintenance of OR equipment.	\$8,588
Tegria Services Group - US, Inc.	Professional Services Agreement (Statement of work)	Finance	1/1/2024	12/31/2024	SOW attached to master agreement for financial analyst.	[Redacted]
Tiede-Zoeller Tile Corp.	Services Agreement	Plant Operations	1/1/2024	12/31/2027	Vendor to provide specialized flooring repairs, replacement, and installation on as-needed basis (final term TBD).	\$30,000
University at Buffalo Neurosurgery, Inc.	Professional Services Agreement (Fifth Amendment)	Clinical	10/2/2023	9/29/2024	Amendment to 2019 agreement wherein UBNI provides neurosurgery services; increases APP FTE from 1.0 to 1.5.	Compensation increase for APPs; total contract \$922,500
University Gynecologists and Obstetricians, Inc.	Professional Services Agreement (Fifth Amendment)	Physician	9/29/2022	9/30/2025	Extends term of OBGYN agreement into 2025.	No change; cost remains \$440,496
University Orthopaedic Services, Inc.	Professional Services Agreement (Seventh Amendment)	Physician	6/30/2023	12/31/2023	Extension of existing ortho agreement through end of year.	No change; cost remains \$1,972,015
University Orthopaedic Services, Inc.	Professional Services Agreement (Eighth Amendment)	Physician	12/31/2023	6/30/2024	Extension of existing ortho agreement through 2Q 2024.	No change; cost remains \$1,972,015
Western New York Independent Living, Inc. d/b/a Mental Health Peer Connection	Professional Services Agreement (First Amendment)	Behavioral Health	8/31/2023	8/31/2026	Extension of agreement wherein WNYIL provides 2.1 FTE of peer support specialists for ECMCC psychiatric patients.	Renewal year 1: \$143,618 Renewal year 2: \$149,884 Renewal year 3: \$156,431

**Annual review of previously approved contracts
October 1, 2022 - December 31, 2022 (approved January 2023)**

Vendor	Contract Type	Department	Effective Date	Expiration Date	Description	Annual Estimated Value
Buffalo Canvas, LLC	Printing Services Agreement	Marketing	11/1/2020	10/31/2024	Provision of specialty graphic printing and production services.	\$40,000
Child & Family Services of Erie County, Inc.	EAP Services Agreement	Human Resources	11/1/2022	10/31/2027	Vendor to provide Employee Assistance Program to ECMCC employees.	[Redacted]
Diagnostica Stago, Inc.	Servicing Agreement	Laboratory	3/1/2023	2/28/2025	Servicing of lab equipment.	\$18,318
DXO Communications of Buffalo, LLC	Daily Presort Service Agreement	Administration	11/1/2022	10/31/2024	Vendor to provide presort services for daily mail.	\$1,400
Hodgson Russ LLP	Legal Services Engagement Letter	Legal	9/30/2022	12/31/2024	Law firm to provide primary tax counsel and secondary counsel in bankruptcy, corporate, litigation, immigration, and insurance.	\$20,000
Johnson Controls Fire Protection LP	Service Agreement	Plant Operations	1/1/2023	12/31/2024	Fire safety inspection services.	[Redacted]
Kronos Incorporated	Subscription Services and Implementation Agreement	Human Resources	1/1/2023	9/30/2028	UKG to provide suite of HR Information System services, including talent acquisition, benefits, and compensation.	[Redacted]
Nexera, LLC	Services Agreement	Materials Management	1/1/2023	12/31/2025	Amendment to Kaleida agreement adding ECMCC as a party for Value Analysis services.	[Redacted]

Philips Healthcare North America Company	Servicing Agreement	Biomed	1/1/2023	12/31/2027	Servicing of bedside monitors and equipment.	\$392,088
Roche Diagnostics Corporation	Servicing Agreement	Laboratory	10/26/2022	10/25/2025	Servicing of lab equipment.	\$199,385
Ropes & Grey LLP	Legal Services Engagement Letter	Legal	12/15/2022	12/14/2025	Law firm to provide cost report appeals legal services.	\$45,000
Russell Friedman & Associates LLP	Retainer Agreement	Revenue Cycle	1/1/2023	12/31/2025	RFA to provide no-fault claims legal services.	N/A; firm to collect fees from settlements.
University at Buffalo Surgeons, Inc.	Professional Services Agreement	Clinical	11/1/2021	10/31/2024	USI to provide chief of service of thoracic surgery and on-call thoracic coverage.	[Redacted]
Vatica Health, Inc.	Services Agreement	Ambulatory	1/15/2023	1/14/2025	Vendor to provide assistance in various clinical initiatives to improve outcomes (such as roster reconciliation, coordinating clinical encounters).	No cost to ECMCC; vendor bills to payors.

**Annual review of previously approved contracts
October 1, 2021 - December 31, 2021 (approved January 2022)**

Vendor	Contract Type	Department	Effective Date	Expiration Date	Description	Annual Estimated Value
Experian Health, Inc.	Master Customer Agreement	Revenue Cycle	12/21/2021	12/20/2024	Provision of claim scrubber services.	[Redacted]
Kyruus, Inc.	Master Subscription Agreement	Administration	10/29/2021	2/28/2024	Implementation of and subscription to online schedule manager for ECMCC patients.	[Redacted]
Rodriguez Construction Group, Inc.	Site Work Maintenance Agreement	Plant Operations	9/27/2021	Evergreen	Sitework company to provide patching and repairs to ECMCC's driveways, roads, and sidewalks on an as-needed basis.	\$228,555
Suicide Prevention and Crisis Services, Inc.	After-Hours Crisis Telephone Response Agreement (First Amendment)	Rehabilitation	10/15/2020	12/31/2023	Addition of rehab site to existing after-hours phone service agreement. (Left on list because renewal being negotiated.)	\$250 one-time charge via amendment; full annual contract value is \$12,186
Twistle, LLC	Master Services Agreement	Administration	10/27/2021	10/26/2024	Implementation of and subscription to appointment reminder application for ECMCC patients.	[Redacted]
University at Buffalo Neurosurgery, Inc.	Professional Services Agreement (Third Amendment)	Clinical	9/30/2019	9/29/2024	Extension of separate 2019 UBNI agreement wherein UBNI provides Dr. Spiro to provide clinical neurosurgery services at ECMCC.	[Redacted]
WNY Transportation Services, LLC	Transportation Services Agreement	Emergency	10/1/2020	9/30/2023	Provision of ambulatory, wheelchair, and taxi transportation services to and from ECMCC CPEP and ED for patients without transportation insurance coverage. (Left on list because renewal being negotiated.)	\$30,000

**Annual review of previously approved contracts
October 1, 2020 - December 31, 2020 (approved January 2021)**

Vendor	Contract Type	Department	Effective Date	Expiration Date	Description	Annual Estimated Value
BTE Technologies, LLC	Extended Warranty Agreement	Rehabilitation	10/13/2020	Evergreen	Servicing for PrimusRS rehabilitation equipment.	\$3,930
OEC Medical Systems, Inc., a GE Healthcare business	Servicing Agreement	Imaging	5/17/2021	5/16/2026	Servicing for imaging equipment.	\$12,045
Philips Healthcare	Servicing Agreement	Biomed	9/1/2020	8/31/2025	Servicing on medical bed equipment.	\$24,917
Pyramid Brokerage Company of Buffalo, Inc.	Real Estate Consulting Services Agreement	Administration	1/13/2021	1/12/2027	Joint agreement with Kaleida for support services related to the negotiation, consulting and brokerage of real property, including leasing, subleasing, and property sales and purchases.	Commission-based, as-needed services; no budgeted cost

Present: Dr. Yogesh Bakhai, Dr. Victor Vacanti, Dr. Mandip Panesar, and Dr. Richard Hall Dr. Samuel Cloud, and Christopher Resetarits, CRNA
 Excused: Dr. Ashvin Tadakamalla

Agenda Item	Discussion/Recommendation	Action	Follow-up
I. CALL TO ORDER	Dr. Bakhai called the meeting to order at 3:02pm The composition of the Credentials Committee was discussed.	The Medical Dental Staff President will have an open discussion, at the January 2024 Medical Executive Committee, regarding the opportunity to join the Credentials Committee	Dr. Pugh will follow up
II. ADMINISTRATIVE			
A. Minutes	Minutes from the December 7 th , 2023, meeting were reviewed and approved.	Motion made, all in favor, to approve as written.	Via these minutes, the actions of the Credentials Committee are submitted to the Medical Executive Committee for review and action.
B. Deceased	None	None	None
C. Applications Withdrawn/Processing Cessation	None	None	None
D. Automatic Conclusion (Initial Appointment)	None	None	None
E. Name Changes	None	None	None
F. Leave of Absence (8)	<p>Anesthesiology</p> <ul style="list-style-type: none"> Nicole Bonito, CRNA- maternity; RTW 06/29/24 <p>Emergency Medicine</p> <ul style="list-style-type: none"> Jennifer McCaul, PA-C- maternity; RTW 05/01/24 <p>Family Medicine</p> <ul style="list-style-type: none"> Jamie Interlichia, PA-C- maternity; RTW 05/03/24 	None	Informational purposes only

Highlight: Initiate FPPE

	<ul style="list-style-type: none"> Robert Reed, MD-military; RTW 07/12/24 Madeline Slisz, PA-C- maternity; RTW 01/22/24 <p>Internal Medicine</p> <ul style="list-style-type: none"> Katelyn Crowley, MD- maternity; RTW 01/08/24 <p>Neurology</p> <ul style="list-style-type: none"> Pooja Sofat, MD- maternity; RTW 05/01/24 <p>Psychiatry</p> <ul style="list-style-type: none"> Abigail Green, MD- maternity; RTW 02/16/24 				
G. Resignations (8)		Files are updated and resignation protocol followed. The Committee discussed retention rates and Wellness Committee initiatives to investigate and manage.		Notification via these minutes to MEC, Board of Directors, Revenue Management, Decision Support	
NAME	DEPARTMENT	PRACTICE PLAN/REASON	COVERING/COLLABORATING/ SUPERVISING	RESIGN DATE	INITIAL DATE
Kimberly Doyle, CRNA	Anesthesiology	<ul style="list-style-type: none"> ECMC Leaving ECMC Confirmed in email 	N/A	12/26/23	03/27/18
Sarah Nienburg, PA-C	Emergency Medicine	<ul style="list-style-type: none"> UEMS Leaving ECMC Confirmed in email 	N/A	12/31/23	08/28/12
Jessica Canallatos, DDS	Dentistry	<ul style="list-style-type: none"> ECMC Confirmed in email 	N/A	12/31/23	06/26/18
Shannon Bartlett, ANP	Family Medicine	<ul style="list-style-type: none"> GPPC Left practice plan Confirmed in email 	N/A	12/20/23	11/28/23
Mameyan Donzo, MD	Internal Medicine	<ul style="list-style-type: none"> Apogee Left practice plan Confirmed in email 	N/A	12/14/23	01/24/23
Mary Eustace, NP	Internal Medicine	<ul style="list-style-type: none"> S&K Left practice plan 	N/A	12/19/23	04/13/20

Highlight: Initiate FPPE

		<ul style="list-style-type: none"> Confirmed in email 			
Vaibhav Kaushal, MD	Internal Medicine	<ul style="list-style-type: none"> Apogee No longer with Apogee Confirmed in email 	N/A	11/17/23	11/29/22
Jasbeer Makhija, MD	Radiology	<ul style="list-style-type: none"> GLMI Retiring Confirmed in email 	N/A	12/22/23	06/01/15
III. CHANGE IN STAFF CATEGORY					
	None				
IV. CHANGE/ADD DEPARTMENT (1)					
A. Dennis Jack, FNP	<u>Internal Medicine</u> <ul style="list-style-type: none"> Withdrawing privileges in Rehabilitation Medicine 	The Committee voted, all in favor, to approve the changes as requested.	Recommendation to the Medical Executive Committee for approval. Notification via these minutes to Revenue Management and Decision Support		
V. CHANGE/ADDITION Collaborating/Supervising (1)					
A. Dana Tague, ANP	<u>Rehabilitation Medicine</u> <ul style="list-style-type: none"> Changing Collaborating Physician from Dr. M. LiVecchi to Dr. M. Welch 	The Committee voted, all in favor, to approve the changes as requested.	Recommendation to the Medical Executive Committee for approval. Notification via these minutes to Revenue Management and Decision Support		
VI. PRIVILEGE ADDITION/ REVISION (1)					
A. Blanka Heary, PA-C	<u>Pain Management</u> <ul style="list-style-type: none"> Surgical First Assist CV documents experience Supervising Physician: Dr. Michael Farrell II 	The Committee voted, all in favor, to approve the privilege addition as requested.	Recommendation to the Medical Executive Committee for approval. Notification via these minutes to Revenue Management and Decision Support.		
VII. PRIVILEGE WITHDRAWAL					

Highlight: Initiate FPPE

	None		
VIII. UNACCREDITED FELLOWSHIPS (1)			
A. Dr. Schiavone	<u>Surgery-Bariatric</u> <ul style="list-style-type: none"> Start date has changed to 02/01/2024 	None	Informational purposes only
IX. INITIAL APPOINTMENTS (7)			
Monica VanSteenburg, CRNA Anesthesiology	<ul style="list-style-type: none"> Rhode Island College – St. Joseph School Nurse Anesthesia Master of Science December 2023 Registered Nurse July 2016 to August 2021 Joining ECMC January 22, 2024 Board eligible, sitting within six months of hire/appointment 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.
Sarah Thompson, PA-C Emergency Medicine	<ul style="list-style-type: none"> Gannon University Master of Physician Assistant Science August 2018 Time gap – August 2018 to November 2018 awaiting medical license and board certification Emergency Medicine Physician Assistant – Erie County Medicine Center November 2018 to June 2023, VA of WNY January 2019 to February 2023, Kaleida Health January 2021 to October 2022 and Buffalo Medical Group at Catholic Health July 2023 to present Rejoining UEMS January 15, 2023 Supervising Physician – Dr. Gerald Igoe (1NP/1PA) NCCPA certified 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.
Patrick Christie, NP Internal Medicine	<ul style="list-style-type: none"> Daemen University Master of Science Nurse Practitioner January 2023 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.

Highlight: Initiate FPPE

	<ul style="list-style-type: none"> • Registered Nurse April 2019 to June 2023 • Nurse Practitioner Internal Medicine Roswell Park with Stansberry and Knight, PLLC June 2023 to present • Collaborating Physician – Dr. Muhammad Achakzai (3NP/2PA) • AANP certified 		
<p>Christopher LaJudice, PA-C Internal Medicine</p>	<ul style="list-style-type: none"> • D’Youville College Bachelor of Science Physician Assistant December 2013 • Physician Assistant – Strong Geriatric Associates January 2014 to November 2014, Geriatric Medicine Unity Geriatrics Associates December 2014 to February 2019, Highland Hospital Emergency Department December 2014 to August 2016, Urgent Care Medicine May 2016 to February 2019, Buffalo Medical Group Dermatology May 2019 to July 2020, Geriatric Medicine Highgate Medical Group May 2020 to November 2022, Hospital Medicine UBMD Internal Medicine January 2023 to November 2023 • Time gaps – February 2019 to May 2019 moved back to Buffalo, looked for employment, November 2022 to January 2023 credentialing process with UBMD • Joining Apogee Physicians February 2024 	<p>The Committee voted, all in favor, to approve the appointment with privileges granted as requested.</p> <p>Flags were reviewed and application was endorsed by the Chief of Service.</p>	<p>Recommendation, via these minutes, to the Medical Executive Committee for approval.</p>

Highlight: Initiate FPPE

	<ul style="list-style-type: none"> • Supervising Physician – Dr. Siv Yedlapati • NCCPA certified – lapse of boards in 2019 during peak of COVID, provider forgot to submit the rest of his CME to NCCPA 		
James Thompson, MD Psychiatry	<ul style="list-style-type: none"> • State University of New York at Buffalo MD June 2019 • Jacobs School of Medicine Psychiatry Residency June 2019 to June 2023 • Attending Psychiatrist and Clinical Senior Instructor University of Rochester Medical center at Strong Memorial Medical Center July 2023 to January 2024 • Joining University Psychiatric Practice February 5, 2024 • American Board of Psychiatry and Neurology certified 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.
Jonathan Breslau, MD Radiology	<ul style="list-style-type: none"> • Case Western Reserve University School of Medicine MD May 1988 • Time gap - May 1988 to June 1988 waiting for internship to start • The MetroHealth System Internal Medicine Internship July 1988 to June 1989 • Duke University Diagnostic Radiology Residency July 1989 to June 1993 • University of Washington Neuroradiology Fellowship July 1993 to June 1995 • Radiologist – Rad Assoc of Sacramento Med Group June 1995 to December 2013, Sutter Medical Group December 2013 to 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.

Highlight: Initiate FPPE

	<p>present, and Virtual Radiologic Services, LLC February 2023 to present</p> <ul style="list-style-type: none"> American Board of Diagnostic and Neuroradiology certified 		
Megan Ziske MD Rehabilitation Medicine	<ul style="list-style-type: none"> University of Toledo College of Medicine & Life Sciences MD May 2018 Oakland University William Beaumont School of Medicine Physical Medicine & Rehabilitation Residency July 2018 to June 2022 Electrodiagnostic and Musculoskeletal Medicine Fellowship July 2022 to June 2023 Time gap – July 2023 to November 2023 moved to Buffalo and prepare for employment with University Orthopaedic Services, Inc Joining ECMC Medical Staff as Courtesy, Refer and Follow American Board of Rehabilitation Medicine eligible, passed part I August 2023, part II offered May 2024 	The Committee voted, all in favor, to approve the appointment with privileges granted as requested.	Recommendation, via these minutes, to the Medical Executive Committee for approval.
X. TEMPORARY PRIVILEGES	<ul style="list-style-type: none"> Thomas Suchy, III, MD Anesthesiology (Priv add) 12/8/2023 Michael Farrell, II, MD Rehabilitation Medicine (Priv add) 12/8/2023 Anne Banas, MD Internal Medicine 12/11/2023 	For informational purposes.	None
XI. REAPPOINTMENTS (34)	See reappointment summary (Attachment B)	The Committee voted, all in favor, to recommend approval of the re-	Via these minutes, recommendation to

Highlight: Initiate FPPE

		appointments listed with privileges as requested.	Medical Executive Committee for approval.
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NAME	DEPARTMENT	CATEGORY	PRIVILEGES
DeNisco, Dawn CRNA	Anesthesiology	AHP	
Schwanekamp, Karen CRNA	Anesthesiology	AHP	
Senchoway, Laura CRNA	Anesthesiology	AHP	
Welka, Andrew MD	Anesthesiology	Active	
DeFreitas, Danielle MD	Emergency Medicine	Active	
Kruse, John DO	Emergency Medicine	Active	
Seth, Laura PA-C Supervising MD: Dr. J. Innes	Emergency Medicine	AHP	
Sonenberg, Sarah MD	Emergency Medicine	Active	
Jones, Glenda FNP Collaborating MD: Dr. S. Evans	Family Medicine/TV	AHP	
Thandla, Sushama MD	Family Medicine	Active	Adding 1 new privilege: Level II: Biopsy, excision & incision of skin growths, nails & superficial soft tissues
Toblin, Sarah PA-C Supervising MD: Dr. R. Mikac	Family Medicine/TV	AHP	
Beintrexler, Heidi MD	Internal Medicine	Active	
Min, Inkee MD	Internal Medicine	Active	
Nehme, Elie MD	Internal Medicine	Active	
Rutkowski, Edward PA-C Supervising MD: Dr. D. Brockman	Internal Medicine	AHP	
Venuto, Lisa PA-C Supervising MD: Dr. R. Yacoub	Internal Medicine	AHP	
Wayne Fatih PA-C Supervising MD: Dr. R. Desai	Internal Medicine	AHP	Withdrawing 1 privilege: Level II: Endotracheal intubation & extubation with or without sedation
Wiede, Marielle PA-C Supervising MD: Dr. E. Rich	Internal Medicine	AHP	
Walsh, Evelyn MBBS	Neurology	Active	
Phillips, Marisa PA-C	Neurosurgery	AHP	Adding 1 new privilege

Highlight: Initiate FPPE

Supervising MD: Dr. J. Fahrbach			Surgical First Assist
Deans, Samantha MD	Obstetrics & Gynecology	Active	
Everett, Sandra, MD	Ophthalmology	Active	<u>Withdrawing 6 privileges:</u> <ul style="list-style-type: none"> • Strabismus-Horizontal • Strabismus-Vertical • Laser-Pan Retinal Photocoagulation • Laser-Focal • Oculoplastics-Orbit – exploration • Oculoplastics-Orbit – tumor removal
Au, Justin DMD, MD	Oral & Maxillofacial Surgery	Active	
Cipriani, Sonia PA-C Supervising MD: Dr. S. Daoust	Orthopaedic Surgery/First Assist	AHP	
Duquin, Thomas MD	Orthopaedic Surgery	Active	
Rutkowski, Edward PA-C Supervising MD: Dr. C. Ritter	Orthopaedic Surgery/First Assist	AHP	
Ferstenberg, Marielle DO	Plastic & Reconstructive Surgery	Active	
Chima, Mary MD	Psychiatry & Behavioral Medicine	Active	
Leidenfrost, Cory PhD	Psychiatry & Behavioral Medicine	AHP	
Marshall, Dori MD	Psychiatry & Behavioral Medicine	Active	
Cipolla, David MD	Radiology	Active	
Grande, Stephen DC	Rehabilitation Medicine	AHP	
Welch, Mary MD	Rehabilitation Medicine	Active	
Ferstenberg, Marielle DO	Surgery	Active	<u>Adding 11 new Privileges:</u> <u>Ambulatory Surgery:</u> Surgical Specialty: <ul style="list-style-type: none"> • General Surgery • Plastic Surgery • Wound Care General & Colorectal Surgery: <ul style="list-style-type: none"> • Incision & Drainage – Complex • Breast mass excision or incisional biopsy • Cyst excision • Foreign body removal • Lipoma excision • Skin lesion excision

Highlight: Initiate FPPE

			<ul style="list-style-type: none"> Suture granuloma removal Plastic Surgery: <ul style="list-style-type: none"> Mammoplasty, augmentation or reconstruct
Tambar, Stuti MD	Surgery	Active	

XII. AUTOMATIC CONCLUSION		Reappointment Expiration		
1 st Notice	<u>Internal Medicine</u> <ul style="list-style-type: none"> Kristina Christopher, FNP Per Apogee not seeking reappt. Priv. conclude 4-30-2024 Melissa Robb, FNP Per Apogee not seeking reappt. Priv. conclude 4-30-2024 <u>Orthopaedic Surgery</u> <ul style="list-style-type: none"> Elizabeth Hanretty, PA-C confirmed she wishes to let her privileges conclude 3/31/24 		For informational purposes.	None necessary.
2 nd Notice	<u>Neurosurgery</u> <ul style="list-style-type: none"> Guterman, Lee MD - Active Did not return his reappointment due 2-29-2024. Certified letter sent and returned with signature. <u>Psychiatry & Behavioral Medicine</u> <ul style="list-style-type: none"> Cowan, Richard MD Courtesy, Refer & Follow – stated he will not be renewing his privileges and is letting them expire at his reappointment date of Feb. 29, 2024. 		For informational purposes.	None necessary.
3 rd Notice	None		For informational purposes.	None necessary.
XIII. PROFESSIONAL PRACTICE EVALUATIONS	<p>OPPE: Will resume this month. Bolaji Anjorin, MPH, starts on January 8th. Training will be done by Mary Lindstrom and Cheryl Carpenter.</p> <p>FPPE: 31 FPPE requests were distributed in December. A small percentage have been returned.</p>		All reviewed by the Chief of Service. There were no FPPE's necessary for the providers who did not meet one or more measures. The providers were notified and metrics will be tracked.	Continue to monitor.
XIV. OLD BUSINESS				

Highlight: Initiate FPPE

A. Expirables	Expirables were reviewed and discussed with the Credentials Committee.	For informational purposes. Practice Plans and Chiefs of Service have all been notified multiple times.	None necessary.
B. DEA, License, Boards	<p><u>December</u> Up to date</p> <p><u>January</u> DEA- 6 License- 27 Boards- 2</p> <p><u>February</u> DEA- 37 License- 33 Boards- 1</p>	For informational purposes.	None necessary.
XIIV. NEW BUSINESS			
A. Annual Dues	<ul style="list-style-type: none"> Annual dues will be sent out this month with a due date of 04/26/24. 	For informational purposes.	None necessary.
B. MEC Exception	<ul style="list-style-type: none"> Dr. Jeffrey Teibel, Podiatrist, is seeking an exception to the Board Certification requirement, in order to meet the needs of our Terrace View Community. The Credentials Committee has recommended that Dr. Stegemann interview the applicant PRIOR TO SPEAKING AT THE Med Exec meeting 	EXTRACT FOR MED EXEC- DR. STEGEMANN TO SPEAK	
XIIIV. ADJOURNMENT			
The meeting was adjourned at 3:40pm			

Respectfully submitted,



Yogesh Bakhai, MD
Chair, Credentials Committee

Highlight: Initiate FPPE

ERIE COUNTY MEDICAL CENTER CORPORATION
JANUARY 16, 2024 MEETING MINUTES
EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS
VIRTUAL MEETING

PRESENT: JONATHAN DANDES, DARBY FISHKIN, SHARON HANSON, THOMAS QUATROCHE,
EUGENIO RUSSI, JOSEPH GIGLIA

ALSO

PRESENT: ANTHONY J. COLUCCI, III, SAMUEL CLOUD, MD, ANDREW DAVIS, JONATHAN
SWIATKOWSKI

ABSENT: JENNIFER PERSICO

I. Call to Order

The meeting was called to order at 4:00 p.m. by Committee Vice Chair Eugenio Russi.

II. Minutes

Motion was made by Sharon Hanson, seconded by Darby Fishkin and unanimously passed to approve the minutes of the Executive Committee meeting of December 19, 2023.

III. Hospital Update

General Overview

Dr. Thomas Quatroche reported the improvement in health acquired conditions numbers and patient experience survey. He reported 774 new hires year-to-date and cited an additional 118 new physicians in 2023. Finances continue to be a challenge. Weekly discussions with the State regarding financial assistance remain in place. The ECMC Foundation's Annual Fund included a record-breaking 51% employee participation.

Finances

Jonathan Swiatkowski reported positive trends continuing into December. Inpatient volume was up 5.3% and outpatient visits also higher by 3.7%. Outpatient surgery was greater than last year for the month and year-to-date. Total average length of stay also improved for the month and the prior year. Observation cases were higher than budget and the previous year for the month and 2023. Mr. Swiatkowski reviewed the year-to-date key operations variances, acute case mix index, FTEs and acute average length of stay. Days cash-on-hand remains critically low at 16 days.

IV. State Advocacy and Grants

Dr. Quatroche reported on weekly efforts to gain state/federal financial assistance.

V. Payer Update

Mr. Swiatkowski reported on the committee on continuing discussions with payers.

VI. Strategic Efforts and Sessions

Dr. Quatroche announced the hiring of a consultant to assist with further development of the Strategic Plan.

VII. Annual Meeting

Dr. Quatroche reported that the recommendation will be made at the Annual meeting to keep the current officers of the board.

VIII. Adjourn

There being no other business, the meeting was adjourned at 5:00 p.m.

ERIE COUNTY MEDICAL CENTER CORPORATION

VI. OTHER

Mr. Bennett and Mr. Hoffert congratulated Mr. Turner on his retirement and expressed their appreciation for his exceptional oversight of the various major projects over the years at ECMCC.

VII. ADJOURNMENT

Moved by Mr. Hoffert and seconded by Mr. Bennett to adjourn the Buildings and Grounds Committee meeting at 3:16 p.m.

M/WBE Quarterly Sub-Committee
Meeting Minutes 11/21/2023
10:00-10:30am

Members Present: Lindy Nesbitt, Nicholas Long, Diane Artieri, Andy Davis, Ronald Chapin, Donna Brown, Rev. Mark Blue, Christian Johnson, J. Giglia
Jonathan Swiatkowski, Peter Cutler, Sarina Rohloff
Excused: Donna Brown

Topic	Discussion
Call to order	Rev. Blue called the meeting to order at 10:00am
Approval of Minutes August 16, 2023	Motion to approve by R. Chapin and Second Christian Johnson Motion carried
New Business	
MWBE Utilization	<ul style="list-style-type: none"> • Six months into the fiscal year and at 50.01%. Seeing an increased utilization percentage because of prime payments to NYS Certified MWBE vendors. • Still remain above 30% MWBE goal • Total MWBE utilization <ul style="list-style-type: none"> ✓ Non-construction at \$2.1 million ✓ Construction \$86,000 • Did anticipate expenditures would decrease due to construction and bringing in the emergency cleaning services in-house. The emergency cleaning services done by NYS Certified WBE which was driving the percentage up. • Total MWBE Utilization - MBE is at approximately \$977,000 and WBE \$1.2 million bringing total utilization to \$2.2 million and expenditures at \$4.4million. Did forecast some decrease to occur due to the reduction in capital improvement projects. • Dollars are decreasing with total utilization; however, but did anticipate the decrease in advance. • Total utilization by region – Buffalo at 23.09%, WNY excluding Buffalo at 34.35%, NYS excluding WNY at 39.97%, and outside of NYS 2.59%.

Buffalo Purchasing Initiative	<ul style="list-style-type: none"> • Fourteen largest employers within WNY. Looks at spends with MBE's as prime vendors. • Calendar year runs from December 1st through November 30th. • Goal is at \$850,000 but anticipate coming in at \$854,000. Last year came in at \$1.3 million due to opportunities with Rodriguez Construction (site work paving project) and other impacts through services.
ECMC's MWBE Program in the Community	<ul style="list-style-type: none"> • Successful diversity fair that included seventy vendors. • Total sales for the diversity fair was \$21,000, more than double from last year. • Rev. Blue mentioned Andy Davis recognized as Buffalo Business First Power 100 Business Leaders of Color in November. • Nick Long was honored with the MWBE Champion Award and nominated for the SBA Award in WNY through Buffalo State.
Questions	None
Adjourn	Rev. Blue adjourned the meeting at 10:20am: Next meeting is February 20, 2024, at 10:00am

Action Items

Who	What	When

ERIE COUNTY MEDICAL CENTER CORPORATION

BOARD OF DIRECTORS

**MINUTES OF THE QUALITY IMPROVEMENT/
PATIENT SAFETY COMMITTEE MEETING**

TUESDAY, JANUARY 9, 2024

MICROSOFT TEAMS PLATFORM

BOARD MEMBERS PRESENT: MICHAEL HOFFERT, BENJAMIN SWANEKAMP, REV KINZER POINTER

PRESENTERS: STEPHEN WOODRUFF, MBA, OTL, LNHA, CHARLENE LUDLOW, RN, CIC, PHYLLIS MURAWSKI, RN

ATTENDANCE:

SERGIO ANILLO, MD

WILLIAM BELLES, MD

DONNA BROWN

CHARLES CAVARETTA

SAM CLOUD, DO

JOHN CUMBO

PETER CUTLER

ANDY DAVIS

CASSIE DAVIS

BECKY DELPRINCE, RN

KIZZIE HUNLEY, RN

DONNA JONES, RN, FACHE

KEITH KRABILL, MD

KAREN KONIKOFF, RN

PAMELA LEE, RN

PATRICK ORLOFF

TOM QUATROCHE

YOUSEF SOOFI, MD

YARON PERRY, MD

CALL TO ORDER

Chair Michael Hoffert, called the meeting to order at 8:02 am.

I. MINUTES

The December 12, 2023, Board Quality meeting minutes were distributed for review. A motion was made and seconded to approve the minutes. They will be forwarded to the Board of Directors for filing.

II. SUMMARY REPORT OF THE QUALITY LEADERSHIP COUNCIL

Donna Jones stated that the Quality Leadership Council did not meet during the month of December due to the holidays, but meetings will be held in January and there will be a report for the month of February.

III. LONG TERM CARE – STEPHEN WOODRUFF, MS, OTL, LNHA

Stephen presented an update on Terrace View Long Term Care. Department updates included the hiring of a Director of Nursing and appointment a General Manager over food services. Additional updates included an abbreviated New York State Department to Health survey in June and December of 2023 which reflected zero 'no harm' level deficiencies being issued. There was also a PESH inspection in June, July, and October of 2023 with eleven alleged concerns reported. Findings resulted in one hazard and a corrective action was submitted and addressed. Stephen reviewed 2023 average census broken down by quarter along with Terrace View admissions from 2019 through 2023.

2024 QAPI action items include an increase in pressure ulcer prevention education along with a system wide pressure injury prevention program. Priorities for the new year will include staffing stabilization, increase census occupancy, and clinical and operational performance improvement.

IV. JOINT COMMISSION UPDATE AND NATIONAL PATIENT SAFETY GOALS – CHARLENE LUDLOW, RN, CIC, AND PHYLLIS MURAWSKI, RN

Charlene and Phyllis presented an update on the Joint Commission along with National Patient Safety Goals. National Patient Safety Goals for 2024 were reviewed and discussed. A Joint Commission survey update from 2023 was shared. The outcome reflected two citations both limited in scope that were identified. The findings were addressed and corrected.

A full Laboratory program survey took place in November of 2023. This was a full survey which showed five citations, all limited to scope/Mod/Low likelihood of harm. A review from Environment of Care, Human Resources, and Quality System Assessment for nonwaived testing was discussed as well.

A presentation at the February Board Quality Improvement meeting will

review Environment of Care and Life Safety Management Plans.

V. REGULATORY REPORT – CHARLENE LUDLOW, RN, CIC

Charlene Ludlow mentioned that while we have no specific surveys due, we are waiting for the Department of Health to arrive for a follow up hospital visit. We do not know when they will arrive, but either Phyllis or Charlene will be available to assist when they do show up.

VI. ADJOURN

There being no further business, the motion was made and seconded to adjourn the meeting. The next meeting will be held on February 13, 2024.

**Erie County Medical Center
Board Report
Chief Operating Officer
February 27, 2024**

Submitted by Andrew Davis

OPERATIONS

Ambulatory Administration

- ECMC's Population Health and Ambulatory Care staff partnered with the ECMC Wellness Warriors and ECMC Office of Diversity Equity & Inclusion to provide targeted health education and blood pressure screenings outside of the cafeteria on February 3, 2024 for "Go Red for Women Day" to bring awareness to cardiovascular disease in women and link participants with necessary services (such as primary care).



Employee Health and Safety

Program success as indicated by positive trends with employee injury Workers' Comp claims:

- **Employee Injury claims** are at ALL-TIME LOW for Q4 2023 and have been improving for 10 quarters.
 - Exceptional consistent performance shows program success.
- **Patient Handling injuries** are at ALL-TIME LOW for Q4 2023 and have been improving for 12 quarters.
 - Great success with safe patient handling and mobility program.
 - 12 quarters of success is one of the highest performing Safe Patient Handling programs of all PMA customers.

- **Workplace violence injuries** improved the past 3 quarters.
 - Indicates initial success with WPV prevention training initiatives.
- Success with prevention of **Falls and Needlestick injuries** as demonstrated by improving trends.
- Overall non-claims reported have increased.
 - Successful **improvement of Culture of Safety** as more staff are using the reporting system.
- 2023 Employee Flu Shot Acceptance Campaign success **with increase to 78%** flu shot acceptance (vs 60% for 2022).
- 2023 Annual Health Assessment Mental Health Screening – Pilot year success with **employee participation of 40%** and almost 100 staff opting for mental health support and linkage to services; Great progress towards initiative to improve and destigmatize employee mental health.

Biomedical Services

Department Initiatives/projects/updates:

- Three new agreements are now in place: Philips software agreement, Philips Co-op agreement, and Hill-Rom SmartCare remote monitoring.
- Implemented AEM (Alternative Equipment Management) into scheduled maintenance. No cost with potential cost savings.
- ECMCC has registered for Parts Source Pro to assist in compliance and savings for parts procurement.

Center of Cancer Care Research

January 2024

Monthly Oncology Research Report – Dr. Jennifer Frustino

Team member Updates:

- The Oncology Research team is happy to announce that we have opened a new gene therapy clinical trial to help with dry mouth after head and neck cancer treatment. The study is sponsored by MeiraGTx and titled *A Randomized, Double-Blind, Placebo-Controlled Study to Determine the Efficacy and Safety of AAV2—hAQP1 Gene Therapy in Participants with Radiation-Induced Late Xerostomia*. We were selected as one of 19 sites in the US and 4 in Canada to administer this novel gene therapy in a phase II trial.
- Interviewed Prospective Summer Intern (Dental Graduate in Brazil)
- Department had zoom meeting with recruiting specialist to discuss process/tactics
- Department attended webinar about gene therapy and impacts on diverse populations
- Devin George attended 3-day Research Administration Seminar at UB
- Devin George was assigned manager of cost center for Variance Analysis & Operating Budgets

Study Participation:

- The total CoC accrual for 2024 is 5 participants.
- Five (5) additional patients were enrolled into NIH grant funded study “R21” which looks for biomarkers that will help predict, prevent, and treat HPV infection in people living with HIV.
- Two (2) participants were enrolled in salivary gland studies.

Sponsor Updates:

- Merck onsite visit on January 25.

Sponsored Trials:

- MERCK trials B10: (MERCK) B10 Pembro MK-3475 plus carboplatin and paclitaxel as first-line treatment of recurrent/metastatic Head & Neck squamous cell carcinoma (KNB10): STUDDT00005605).
- Merck KEYNOTE-689: Adjuvant and neoadjuvant pembrolizumab combined with standard of care (SOC) in patients with resectable, locally advanced head and neck squamous cell carcinoma. STUDY00004782
- Chemo Mouthpiece Clinical Trial STUDY00004783
- MeiraGTx Gene therapy study. Salivary gland gene therapy for patients with dry mouth 3 years after radiation therapy for head and neck cancer.
- BMS – Celgene Phase 3 Relapsed or Refractory Multiple Myeloma trial
- GBT (Global Blood Therapeutics) STUDY00005955: A randomized, double-blind, placebo-controlled, multicenter study to assess the safety and efficacy of *Inclacumab* in participants with sickle cell disease experiencing vaso occlusive crises.
- MuREVA Photobiomodulation for Oral Mucositis Study000040140

Investigator Initiated Studies:

- Incidence of Carotid Artery Stenosis study
- Adding WNY Cancer Care as collaboration study site.
- NIH funded HIV-HPV study: HPV and HIV Co-Infection: Clinical, Socio-Behavioral, and Microbiome Implications
- Continue to enroll subjects and study is going well. Established a relationship and successful biospecimen transfer with KSL Diagnostics, Inc. who will assist in HPV analysis for research purposes.
- This study will count towards Commission on Cancer metrics for accruals.

Dental / Oral Oncology & Maxillofacial Prosthetics

- **Grant** – a \$7,995 grant from the Mathews Family Charitable Fund through ECMC Foundation was acquired for Anaplastology training (facial, prosthetic fabrication) for faculty, resident, and staff under the direction of Dr. Amanda Colebeck. In February, an Anaplastologist will be onsite from February 5-9 to provide training. This will advance skills in fabricating silicone facial prosthetics for our patients.
- Total Biopsies completed in 2023 were 326 (11% increase from 2022) with 50 cancers detected.
- New patient increase of 9% from 2022.
- Total OR cases increased 14% from 2022.

Environmental Services

- Began in-house floor care team training and transition on December 11, 2023. Training completed for (4) in-house floor team members. Training is underway for (5) in-house floor team members.
- Coordinated efforts with Stericycle regarding additional RMW and other hazardous waste training and procedures for leadership and front-line staff.
- Implemented new linen ordering process to include daily par numbers and buffer with CleanCare for Terrace View to prevent linen shortages.
- Discussed 2024 EVS goals with leadership during monthly meeting.
- Began working with our partners in bed coordination to improve overall throughput. Identifying areas of opportunity and developing strategies to decrease bed turnaround time.

- Worked with members of the ECMC Family Health Center and Kaleida Health to begin housekeeping services effective January 2, 2024.

Laboratory Services

Equipment Upgrades/Replacements/Contracts:

- Vendor discussion for replacement of Chemistry front-end automation, chemistry platform upgrade, and long-term consumable pricing. This initiative requires review of long-term space planning to evaluate the feasibility of future extended automation tracks. Final instrumentation space plans are under review.
- Hematology System: 42-month contract extension completed with Sysmex. SysmexXN1000 installed on September 7, 2023. Validation of XN1000 is underway.
- Blood Product Supplier: Blood Buy Product Exchange agreement has been executed as a Premier service.
- ECMC/ KH Joint VAT Initiative: Vendor evaluation for possible joint RFP for coagulation underway.
- OR Skull Cap Banking: Working with OR team for the development of necessary procedures/process for the expansion of tissue processing, banking, and storage of skull caps for reimplantation.
- Pathology AB&T: Project in partnership with Kaleida Pathology to implement advanced barcode and tracking of Pathology specimens, blocks, and slides. AB&T will improve specimen tracking and traceability of Pathology material.

Plant Operations / Capital Projects

Plant Operations/Facility project updates include the following:

30 North Union – Bariatric Clinic Renovation – In Progress

- Expansion project will increase the number of exam rooms from 4 to 16. Non-clinical offices will function at a temporary space at 36 N. Union (adjacent building across parking lot).
- **Completed** – Alarm system upgrades, window treatments ordered.
- **To be completed** – Delivery and installation of window treatments.

Main Hospital – OR Equipment Surgical Lighting Replacements – In Progress

- **Completed** – surgical light replacements, medical gas columns replacements, wall-mounted computers, room minor patching/painting, and minor floor repairs in ORs 5, 6, 7 and 8.
- **To be completed** – surgical light replacements of OR 9, video-integration work, wall-mounted computers, room minor patching/painting, and minor floor repairs in ORs 11 and 12.

Main Hospital - OR Suites Updates for Surgical Light Replacements – In Progress (In-House Crew)

- Paint operation suites, replace general room lighting with flat panel LED fixtures, general repairs. Once completed, Steris will perform light replacements. In progress with OR1, OR2, OR5, OR6, OR7, OR8. OR9 is complete.

Data Center 2nd Electrical Feed – In Progress

- **To be completed** – final completion of main data center work is delayed.

Main Hospital HW Recirculation Line Replacement – In Progress (In-House Crew)

- This is an ongoing project within the Main Hospital to replace original, thin leaking DHW (domestic hot water) recirculation copper piping with in-kind copper and pipe insulation. Replace original deteriorated cast iron sewer line.

Main Hospital – Refresh Former UB Radiology Space – Pending (In-House Crew)

- Replace missing and stained ceiling tiles, demo select equipment, patch/paint walls, replace missing light fixture lamps, clean light fixture lenses.

Mammography Suite Creation – Pending (In-House Crew)

- Remove wall and door in registration area, replace ceilings, add flat panel LED light fixtures, abate floors and paint/patch Pain Management rooms.

Rehabilitation Services

Acute Care

- Acute therapy staff began new schedules in January that more evenly distribute staff over the workday and work week to better address late day discharge needs and offer more continuity for patient care. Initial anecdotal data appears favorable for this change.
- Meeting held with Dr. Kayler to discuss patient needs for transplant and opportunities to mobilize patients outside of the need for skilled therapy.

Rehabilitation Services – Medical Rehab Unit (MRU)

- Reorganization of providers on MRU resulted in one physiatrist and one Nurse Practitioner on MRU. Currently in the process of recruiting another physician and an offer has been made to a Nurse Practitioner who is a former ECMC Employee.
- MRU admissions increased 82% comparing January 2024 to January 2023. The average daily census increased 9% for the same period and LOS decreased by 9.4 days.
- Recertification process underway with MRU staff to standardize quality indicator documentation on the MRU. Two thirds of staff have completed this process. This documentation is transmitted to CMS and used for benchmarking our program and outcomes.
- The Rehabilitation Symposium Committee is planning a symposium in March 2024.

Outpatient Rehabilitation Services

- All ACCES VR client accounts reconciled and paid for 2023. These are on NYS contract for driver evaluation services.
- OT Driver rehab program recommended for contract award 2024-2028 for continued driver evaluation services.
- Visited the Alzheimer Association headquarters to train their new staff in the driver eval process and provide year end data for their DOH grant that supports driver evaluation services.
- Initiated large documentation project to improve daily documentation to better represent “why skilled therapy needed” and to decrease and or eliminate clinical and clerical time for denial management.

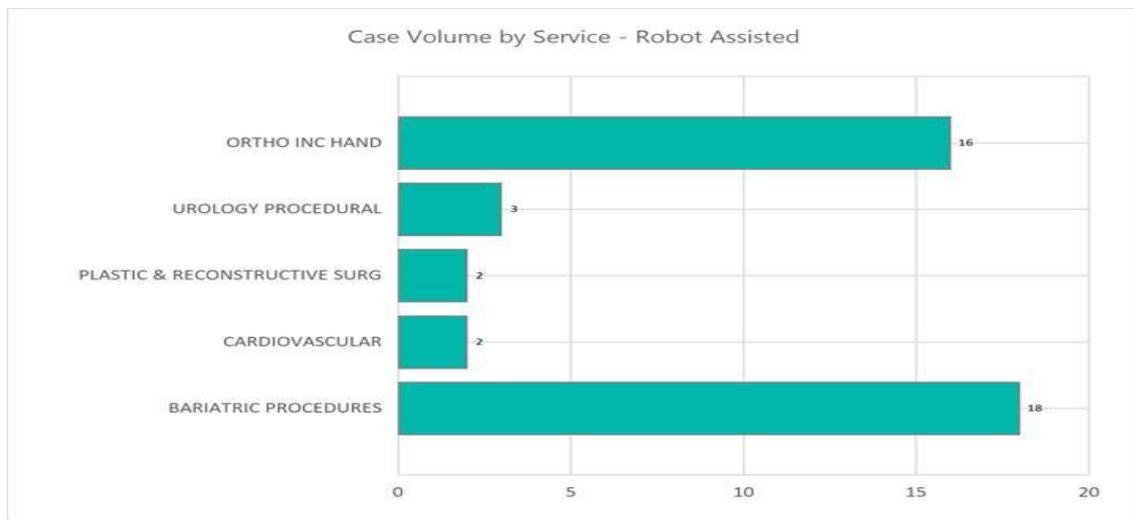
Pharmacy

Specialty (Retail) Pharmacy

- Santyl Discharge Program – first few patients provided with service, fully launched into Burn Unit.
 - Provides navigation of the prescription benefit system for patients and providers.
 - Ensure patients leave the facility with the correct number of Santyl tubes to effectively treat their wounds.
- Launched into Wound Center to assist with their patients' access and onsite treatment.
- Pharmacy will transition to new dispensing software in Q1 2024.

Surgical Services

Robotic Volume - January 2024



- A Robotics subcommittee was developed for quality assurance and will report to the OR Committee.
- Develop and grow robotics program with focus on Bariatrics, Urology, H&N and General Surgery.
- Developing a strategic plan for 2024 with focus on increasing volume, P&P efficiencies, and PAT.

Terrace View

Operations

- Nursing Administration: ADON's continue to monitor the neighborhoods that they maintain administrative responsibility for, to ensure units are in a state of regulatory compliance.
- Monthly TV Department Head meetings are ongoing to review 2023 Capital Budget and department needs, review of regulatory testing compliance requirements, and survey preparedness update.
- The average daily census for January was 366.

- Canalside, a 22 bed Sub-Acute neighborhood, was previously closed due to NYS minimum nursing staffing requirements. Half of the unit, (11) beds, re-opened in July/August 2023. The remaining (11) Sub-Acute beds re-opened in January 2024.
- A Certificate of Need is being submitted by Keith Ambrose, Director of capital Projects, for replacement of the dish machine in the main kitchen.

COVID/Infection Control

- Continue to follow all new NYSDOH and CDC guidelines.
- Participate in weekly Leading Age calls and email updates regarding COVID, CDC, and NYSDOH.
- Encouraging general respiratory etiquette due to rising covid cases locally. Residents with any respiratory symptoms are encouraged to wear a mask, staff reminded to call covid hotline with any symptoms, may choose to wear mask, encourage if symptomatic.

PATIENT EXPERIENCE

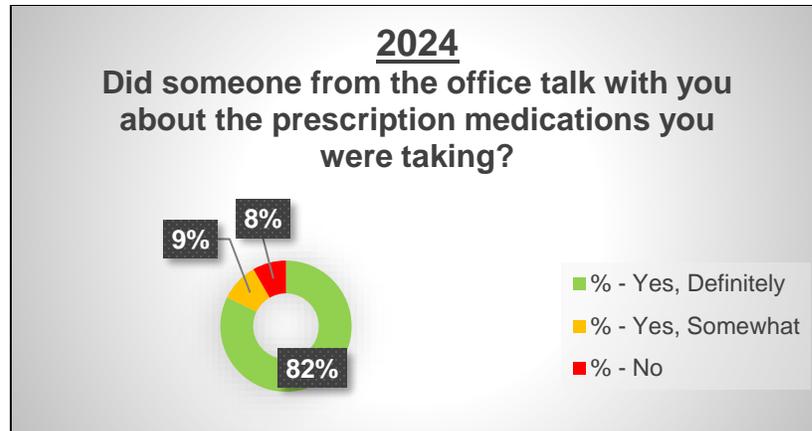
Press Ganey Scores

We continue to perform at a high level within our organization as it relates to Patient Experience. Our patient experience scores are listed below:

Patient Experience	YTD (Jan 1st 2024- Jan 31st, 2024 N=63 (est.)	NYS Jan 1st, 2023- Jan 31st, 2023 N=93 (final)	2024 Benchmark
HCAHPS - Nurses	76 (est)	75	76
HCAHPS – Doctors	79 (est)	78	77
Overall #	61(est)	64	65

Ambulatory Clinics

- The Ambulatory team’s 2024 patient experience goal is to increase the survey response rate to the question “Did someone from the office talk with you about the prescription medication you were taking?” with a “yes, definitely” response, from a 2023 baseline of 82%, to a 2024 goal of 85%. The team is planning interventions such as staff, provider, and patient education opportunities to achieve this goal.



Dialysis

- The Dialysis department has incorporated the “Twistle” notification system for reminders and education for patients.
- Educational videos are available for viewing on the waiting room TV monitors. This has been well received by patients and families.

PEOPLE

Ambulatory Clinics

- The **Ortho Clinic** is pleased to announce the hiring of a new part-time PA, David Joslyn. David has 25 years of experience in Orthopedics and will be an asset to the clinic. He will be focused on expanding access to the community and meeting the needs of our internal and external referring providers. David started seeing patients on January 22.

Biomedical Services

- Tim O’Toole will be attending service training for the new B Braun hemodialysis equipment in February 2024.
- Ongoing online and offsite technician training for vital sign monitors, ventilators, Hill-Rom beds and telemetry system.

Food & Nutrition Services

- On December 16, 2023, Metz assumed responsibility of the FNS department at Terrace View. To supplement the transition, four leaders from ECMC transitioned to Terrace View permanently, while recruitment efforts continue.

Staffing/Recruitment:

- Successfully hired and onboarded one (1) new Retail Manager.
- Successful onboarding has been achieved at ECMC, welcoming (17) new hires in the FNS department, including three (3) clinical dietitians and two (2) supervisors.
- The catering department has significantly improved, thanks to the addition of a new Catering Chef and Retail Manager.
- New staff orientation has been initiated to enhance onboarding practices.
- A new application platform has been implemented to increase the number of new hire interview applicants.

Training/Development/Recognition:

- Implemented incentives to boost staff retention and morale, including quarterly perfect attendance recognition awards, and engagement initiatives, such as providing food and prizes.
- Reloadable Mashgin cards were added as an employee meal benefit.
- Diet awareness training apart of the current onboarding process.
- Service training with system support included in all new staff orientation.

Pharmacy

- New “You Center” Pharmacist to begin January 8,2024 – Anjee Borton, current staff pharmacist will move into the role.
 - Recruiting to back fill Anjee’s central pharmacist position.

Inpatient/Acute Care

- Welcomed Jayda Wilson, Pharmacy Technician and Jackie Liptak, Pharmacist to the Inpatient/Acute Care team staff in January.
- Tech Training Initiative:
 - With many positions filled by recent new hires, Senior Pharmacists are leading a Pharmacy Technician training bootcamp program to bolster all staff members fundamental skills.
- The Pharmacy PGY1 Residency team was awarded the 2024 ASHP Expansion Grant.
 - The grant is highly competitive and our program’s submission was selected as the top residency program to apply by the majority of the voting panel (4 of 5 voters ranked our program 1st)
 - This grant will allow the residency program to expand from 2 to 3 PGY1 Residents beginning with the 2024-2025 residency year.
 - The additional PGY1 position will be utilized to expand existing resident based clinical services as well as supplement traditional pharmacy weekend staffing.

Plant Operations

- Hired (1) Maintenance Worker, Christopher Nettleton. He currently holds a Class A CDL, which will be very beneficial to the Grounds team. He will not require additional CDL training and can operate the high tonnage wheel loader.

Rehabilitation Services

Rehabilitation Services – MRU

- Rehab Quality Coordinator attended Credentialing Course for completing the inpatient rehabilitation facility patient assessment instrument (IRF-PAI). She is now eligible to take the certification exam. This is a key position on the MRU as she qualifies patients for MRU stay and captures appropriate rehab diagnostic group and comorbidities which helps to determine the LOS and reimbursement for patients on the unit. The certification assures accurate capture of patients and maximal reimbursement.

Supportive Care & Palliative Medicine

- 01/16 – Sandra and Katie sat in the ECMC Spiritually in Healthcare Planning Meeting hosted by the Diversity Equity & Inclusion department
- 01/16 and 01/22 – Nursing students started their placement with Beata Dobson, NP

- 01/11 – Katie joined TCARE Regional Drop-In Technical call
- 01/22 – Katie sat in the HANYS Age-Friendly Virtual Learning Summit
- 01/25 – Dr. Duckworth facilitated a team building session for our team
- 01/29 – New employee orientation, Sandra Lauer presented on ACP/HCP

Terrace View

- New Staff (January): (1) FT LPN, (5) RPT CNAs, (1) MDS Specialist, (1) ADON, (1) Director of Social Work
- Nursing agencies continue to be utilized to provide temporary supplemental staffing on the evening shift and minimally on the night shift for RNs, LPNs, CNAs, and Respiratory Therapists. The facility goal for 2024 is to increase the average census while continuing to improve staffing and limiting nursing supplemental agency use to the evening shift. Total agency usage for January was 18.

QUALITY

Environmental Services

- HCAHPS (cleanliness of the hospital environment) discharge date
January 2024 Top box score: 62.61%, n=115

FOOD & NUTRITION SERVICES (Touchworks Rounding Tool)

Audit Period	Test Tray Audits	Hospitality Audits	Patient Rounding Audits
	<i>GOAL = 90%</i>	<i>GOAL = 90%</i>	<i>GOAL = 90%</i>
1/12 - 2/9/24	(n=30) 88%	(n=16) 99%	(n=182) 76%
1/1 - 1/11/24	(n=10) 91%	(n= 10) 98%	(n=74) 78%
12/1 - 12/31/23	(n=12) 83%	(n=13) 98%	(n=183) 75%

- Our objectives dictate achieving a 90% target in every area. We have made considerable progress in hospitality audits which have significantly improved the communication skills of our catering associates. They are now better equipped to address patient concerns and queries. However, improvements in test tray and accuracy remain a priority, and we are working diligently to achieve our goals. In the upcoming year, ensuring new admissions are met in a timely manner via patient rounds remains a top priority in Patient Services.

Regulatory Preparedness

- Health Reporting Agreements are 100% compliant, NYS requirement.
- Ecosure audit completed December 2023 with a score of 96%. Minimal findings were corrected immediately.
- EOC Rounds ongoing.

Laboratory Services

The 2024 Quality Improvement and Patient Safety (QIPS) Plan has the following areas of focus.

1. Reduce errors with Pathology Specimen submission from 42 events in 2023 to <30 events in 2024. Errors will be classified as specimen handling or clinical information.
2. Reduce registration errors on outpatient laboratory orders which cause a delay in provider review from 10% in 2023 to 5% in 2024.
3. Reduce the % Immediate Spin Crossmatch from 95% of total crossmatch testing to 50% in 2024.

* Additional departmental metrics and focused audits continue in accordance with the master Quality plan.

- **Quality and Patient Safety:** Continue efforts to decrease the number of C Difficile test orders cancelled for insufficient quantity from 6.5% in 2022 to <5% in 2023. The QNS rate for CY23 was reduced from 6.5% to 3.6%, thus achieving our stated goal. The process change, for return to in-house testing drive progress to final achievement of the goal.
- **Efficiency:** Implementation of Electronic Compatibility Crossmatch within the LIS by end of Q4 2023. Reduce the % Immediate Spin Crossmatch from 95% of total crossmatch testing in 2022 to 50% in 2023. *The department went live with Electronic Compatibility testing as of January 18, 2024. We will continue to track utilization conversion from immediate spin crossmatch to electronic in 2024.*
- **Patient Experience:** Evaluate the factors that contribute to Incomplete AM Blood Team blood draws to reduce the % of incomplete AM Blood draws from 4% to less than 3% in 2023. Reduce the % of AM Blood Draw refusals from 3% of total blood draws to less than 2%. Reduce the % of AM Blood draws unobtainable from 2% to less than 1% in 2023. QIPS goal of reduction of overall incomplete blood draws from 4% to 3% has been achieved. *The % of blood draw refusal is reduced to 2% and unobtainable rate is reduced to 1% of total blood draws. Analysis of blood draw refusals for linkage to a health disparity factor has not identified any trends or associations. **This monitor will be discontinued for 2024.***
- **Patient Experience:** Monitor specimen rejection requiring patient redraw to 1% of total specimens. Focus to decrease from 29% in 2022 to 15% in 2023 the number of specimens rejected for quantity not sufficient. Target area of focus will be AM Phlebotomy blood draws. *Data through January has overall specimen rejection trending at the benchmark target of 1%. Quantity not sufficient accounts for 32% of total rejections. QNS information rates related to AM blood draws was shared with the phlebotomy team for education and process input. Partnership with Nursing Education to address specific specimen collection issues as identified. Evaluation to consolidate the number of unique specimen tubes required for testing will be done in alignment with implementation of upgraded laboratory testing equipment. **This monitor will be tracked internally for 2024 but discontinued as a formal QIPS monitor.***

Regulatory

- There are no formal regulatory visits anticipated for 2024 and all corrective action plans for the AABB, NYS, and Joint Commission surveys have been completed and tracked ongoing for continued compliance.

Transplant Services

- UNOS survey report has been officially closed with two desk audits expected in six months.
- MPSC ongoing review; submission due on January 22.

FINANCIAL

Ambulatory Medicine Practices

- In January 2024, the Ambulatory department saw 11,970 patients, while being budgeted for 12,613 visits (-5% budget). The ambulatory department was closed for two days during the snowstorm. If those two days were excluded the department would be +439 (+3% over budget). Additionally, there were 126 visits for Covid testing and/or Covid vaccinations.

COEM

- The Center for Occupational And Environmental Medicine was awarded a \$250,000 grant by Erie County Department of Health to promote services and education to employer groups and unions to combat the opioid crisis in Erie County.

ECMC Center for Hepatology Care

- ECMC’s Center for Hepatology Care was awarded a total of \$250,000 to support community-based programming to Erie County residents in response to the ongoing opioid crisis. The programming focuses on prevention, education, harm reduction, and other aspects to combat the opioid crisis in Erie County. ECMC’s Center for Hepatology Care will be working 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.

Food & Nutritional Services

Retail Sales

December 2024 Actual	\$203,302	January 2024 Actual	\$137,757
December 2023 Budget	\$130,676	January 2024 Budget	\$149,070.93
Variance	+\$ 72,626 = 56%	Variance	-\$ 11,313.93 = 92%

Laboratory Services

- The department closed FY23 overall budget 9.1% under budget target and 1% over FY22 actual. The FY23 personnel expense closed 9.2% below budget target and 8.4% higher than FY22. The positive variance to budget was largely due to continued vacancy rate from FY22 to FY23. The FY23 non-personnel expense closed 8.9% below budget target and level to FY22. The FY23 total number of billable procedures closed 4% lower than FY22, however, the FY19-23 time period demonstrated a total growth of 14%. The finance budget forecast for billable procedures was revised mid-cycle FY23. FY24 January demonstrates billable procedures tracking 2.5% ahead of budget target and 3% greater than FY23 actual. The department will continue to monitor laboratory utilization in alignment with expenditures.

Radiology

- The Radiology department performed 196,028 exams and was 7.4% over budget for 2023. CT was up 6,474 exams in 2023 over 2022.

Rehabilitation Services

Acute Care

- High demand for acute care therapy services continues. OT finished January 7% over budget and PT finished 6% over budget.

MRU

- The MRU Monthly Therapy statistics combined PT and OT for units of service were 3517 against a budget of 3120 for a positive variance of 12%. SLP services combined for MRU and Acute care services were 479 against a budget of 478 right at budget.

Outpatient Rehabilitation

- Outpatient Rehabilitation finished January under budget due to being closed three days related to the snowstorm.

PEDS

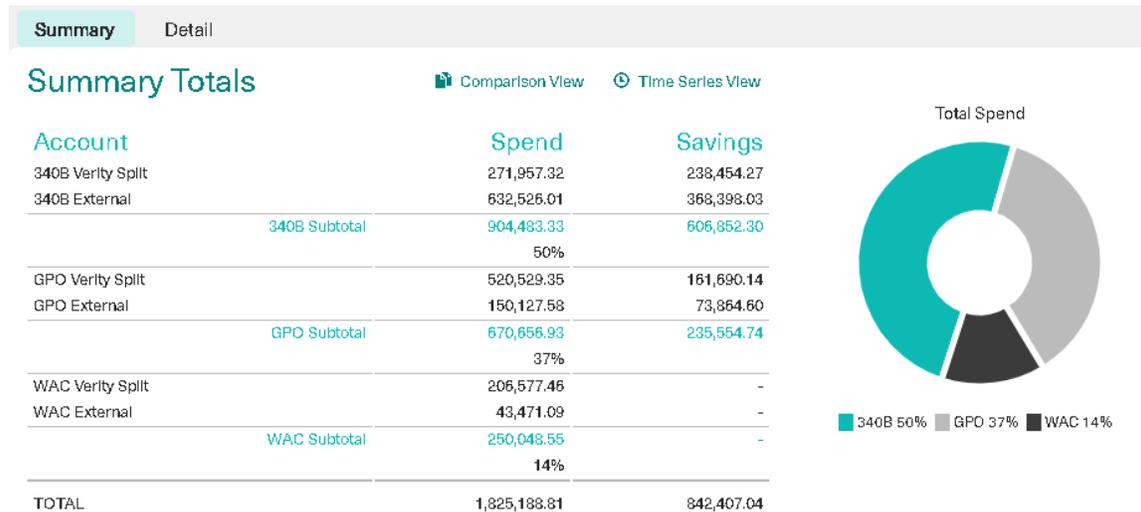
- Successfully working to increase capacity by offering more group therapy sessions when feasible; this issue is the result of a provider shortage. PEDs had a greater than 300% increase from Jan. 2023 to January 2024 in group therapy sessions (184 in 2024 vs 60 in 2023).
- Increase in number of visits, despite one week of extremely limited Preschool services due to holiday and weather, when compared with December 2023. Total Early intervention direct services increased by 10% in the month of January. Total Preschool direct services, therapeutic and educational, increased by 21% in the month of January.

Pharmacy

Financials

(340B Inpatient)

- Received CMS repayment of \$3.8 million
- Monthly financials for January below.



Supportive Care & Palliative Medicine

- Total Inpatient Consults for January: 122
- Transitions of Care: 19 (home services)
- Sloan Comfort Home: 1
- Terrace View: 3

Surgical Services

- 2023 surgical volume exceeded budget.

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Internal Financial Reports
For the month ended January 31, 2024

Erie County Medical Center Corporation

**Financial Dashboard
January 31, 2024**

Statement of Operations:

	Month	Year-to-Date (YTD)	YTD Budget
Net patient revenue	\$ 54,715	\$ 54,715	\$ 53,614
Other	14,849	14,849	14,431
Total revenue	<u>69,564</u>	<u>69,564</u>	<u>68,045</u>
Salary & benefits	39,404	39,404	38,191
Physician fees	9,885	9,885	9,652
Purchased services	6,852	6,852	6,209
Supplies & other	13,732	13,732	13,775
Depreciation and amortization	4,124	4,124	3,871
Interest	995	995	879
Total expenses	<u>74,992</u>	<u>74,992</u>	<u>72,577</u>
Operating Income/(Loss) Before Other Items	(5,428)	(5,428)	(4,532)
Grant revenue	-	-	-
Income/(Loss) from Operations With Other Items	<u>(5,428)</u>	<u>(5,428)</u>	<u>(4,532)</u>
Other Non-operating gain/(loss)	(198)	(198)	100
Change in net assets	<u>\$ (5,626)</u>	<u>\$ (5,626)</u>	<u>\$ (4,432)</u>
Operating margin	<u>-7.8%</u>	<u>-7.8%</u>	<u>-6.7%</u>

Balance Sheet:

Assets:

Cash & short-term investments	\$ 104,711
Patient receivables	96,444
Assets whose use is limited	169,841
Other assets	506,224
	<u>\$ 877,220</u>

Liabilities & Net Assets:

Accounts payable & accrued expenses	\$ 338,230
Estimate self-insurance reserves	58,509
Other liabilities	500,138
Long-term debt, including current portion	201,170
Lease liability, including current portion	27,183
Subscription liability, including current portion	23,783
Line of credit	10,000
Net assets	(281,793)
	<u>\$ 877,220</u>

Cash Flow Summary:

	Month	YTD
Net cash provided by (used in):		
- Operating activities	\$ 75,741	\$ 75,741
- Investing activities	(1,391)	(1,391)
- Financing activities	<u>(1,589)</u>	<u>(1,589)</u>
Increase/(decrease) in cash and cash equivalents	72,761	72,761
Cash and cash equivalents - beginning	<u>19,483</u>	<u>19,483</u>
Cash and cash equivalents - ending	<u>\$ 92,244</u>	<u>\$ 92,244</u>

Key Statistics:

	Month	YTD	YTD Budget
Discharges:			
- Acute	1,066	1,066	1,000
- Exempt units	406	406	463
Observation Cases:	304	304	224
Patient days:			
- Acute	8,828	8,828	8,221
- Exempt units	4,835	4,835	5,364
Average length of stay, acute	8.3	8.3	8.2
Case mix index	1.87	1.87	1.81
Average daily census:			
Medical Center	441	441	438
Terrace View LTC	366	366	375
Emergency room visits, including admissions	5,082	5,082	5,521
Outpatient Visits	22,788	22,788	24,993
Days in patient receivables		54.6	

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Erie County Medical Center Corporation

Management Discussion and Analysis

For the month ended January 31, 2024

(Amounts in Thousands)

January 2024 Operating Performance

During January 2024, ECMCC experienced strong operating volume and revenue overall, representing positive trends continuing from 2023. Impacting the month of January however was a weather event which increased costs and unfavorably impacted outpatient clinic revenue over a multi-day period. ECMCC outperformed budget in inpatient cases during the month, especially within the acute medical surgical service areas. ECMCC fell behind plan during the month in total outpatient visits during the month, primarily due to the impact of closures and weather-related travel issues in the community impacting both patient traffic and staffing. The additional revenue derived overall from these volume trends during January were offset by additional expenses primarily within salaries and purchased services, which drove an operating loss for the month of (\$5,428) as compared to a budgeted loss of (\$4,532).

Inpatient discharges for the month exceeded the budgeted cases of 1,463 by 9 cases (or 1%), driven by favorable variances in acute with unfavorable variances in behavioral health and chemical dependency services. Acute discharges of 1,066 exceeded the budget by nearly 6.6%, bolstered by inpatient general surgery variance of 22 surgeries. Although the winter storm affected management's ability to discharge patients during the event, the work performed before and after the storm to properly discharge patients resulted in an acute average length of stay of 8.3 days as compared to the budget of 8.2 days. While slightly unfavorable to the budget, 8.3 days is an improvement over January 2023. Net patient service revenue was favorably impacted during the month with the acute case mix index at 1.87 as compared to a budgeted case mix of 1.81, continuing an overall favorable trend since July of 2023.

Outpatient volume fell below budget for the month by 2,205 visits, a 8.8% shortfall. This was driven primarily by lower clinic and Emergency Department visit volume during the month. Outpatient general surgeries of 656 total cases were in line this month as compared to a budget of 661. The multiple day weather event impacted the ability of many of our clinics within the affected areas causing them to close, thus resulting in variances from plan. With the majority of the variance due to the storm, management sees this as a temporary shortfall as the higher volume trends in outpatient visits are expected to continue.

Total FTEs during January fell slightly below the budgeted targets for the month. While the storm did not significantly impact the overall FTE count, its affects were experienced within expenses related to premium costs including overtime, shift differential, additional worked time bonus rates per hour, and compensation for staff who had to stay through the evenings to ensure full staffing requirements to care for our patients. These increases were necessary to ensure staff availability during a period of significant staffing challenges as well as to meet minimum staffing standards imposed by New York State both for the Hospital and Terrace View. Additionally, as a result of January including two holidays, the total number of FTEs budgeted for the month of January slightly exceeded the overall 2024 FTE budget of 3,700 FTEs.

Expenses were also seen during the month in temporary nursing staff for Terrace View primarily as well as certain nursing staff within the Hospital to meet minimum standards. Management has planned for a certain number of agency staff to remain throughout the year, however, ECMCC is still ramping down, but not yet to the level within the plan for January. Additionally, volume driven dietary and environmental service costs coupled with added costs in those areas during the storm impacted the overall performance for the month.

Balance Sheet

ECMCC saw a significant increase in cash from the prior month resulting in a 32 day increase in days operating cash, to 48 days. Cash levels have increased during the month as a result of the receipt of the 2023 initial disproportionate share (DSH/IGT) payment, along with the retrospective reimbursement settlement related to the 340b drug pricing

Erie County Medical Center Corporation
Management Discussion and Analysis
For the month ended January 31, 2024
(Amounts in Thousands)

program. Partially offsetting those receipts, management paid the New York State Pension Plan contribution timely as required. Lastly, the ongoing efforts to accelerate and increase collections as a result of ongoing cash management efforts as well as the billing and collection project implemented in September 2023 have favorably impacted the overall cash balance. It is important to note as well that there remains a delay in receipt of the Nursing Home Upper Payment Limit (UPL) payment for 2023.

Patient receivables decreased over \$5 million from December 31, 2023 due to management implementing initiatives to increase cash collections and reduce delays. Total Days in Patient Receivables has decreased another 8.6 days from the end of December 31, 2023, driven by additional cash receipts during the month.

The decrease in prepaid expenses, inventories and other receivables from December 31, 2023 is related to receipt of the DSH/IGT payments for prior periods during January partially offset by the additional receivable recorded related to the January 2024 DSH/IGT.

The change in other accrued expenses reflects the recognition of the deferred revenue received in January of 2024 resulting from the receipt of the current year initial payment for DSH/IGT.

The change in other liabilities is the result of the net activity related to the payment of contribution required by the NYS pension plan.

Erie County Medical Center Corporation

Balance Sheet January 31, 2024 and December 31, 2023

(Dollars in Thousands)

	January 31, 2024	December 31, 2023	Change from December 31st
Assets			
Current Assets:			
Cash and cash equivalents	\$ 92,244	\$ 19,483	\$ 72,761
Investments	12,467	12,554	(87)
Patient receivables, net	96,444	102,389	(5,945)
Prepaid expenses, inventories and other receivables	34,066	62,528	(28,462)
Total Current Assets	235,221	196,954	38,267
Assets Whose Use is Limited:			
Designated under self-Insurance programs	55,995	55,995	-
Restricted under third party agreements	108,733	107,915	818
Designated for long-term investments	5,113	5,091	22
Total Assets Whose Use is Limited	169,841	169,001	840
Property and equipment, net	304,493	307,343	(2,850)
Other assets	167,665	168,807	(1,142)
Total Assets	\$ 877,220	\$ 842,105	\$ 35,115
Liabilities & Net Position			
Current Liabilities:			
Current portion of long-term debt	\$ 12,837	\$ 12,869	\$ (32)
Current portion of lease liability	6,990	6,944	46
Current portion of subscription liability	8,858	8,724	134
Line of credit	10,000	10,000	-
Accounts payable	66,671	59,922	6,749
Accrued salaries and benefits	68,812	73,734	(4,922)
Other accrued expenses	198,090	125,936	72,154
Estimated third party payer settlements	4,657	4,486	171
Total Current Liabilities	376,915	302,615	74,300
Long-term debt	188,333	188,940	(607)
Long-term lease liability	20,193	20,521	(328)
Long-term subscription liability	14,925	15,727	(802)
Estimated self-insurance reserves	58,509	59,340	(831)
Other liabilities	500,138	531,129	(30,991)
Total Liabilities	1,159,013	1,118,272	40,741
Total Net Position	(281,793)	(276,167)	(5,626)
Total Liabilities and Net Position	\$ 877,220	\$ 842,105	\$ 35,115

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Erie County Medical Center Corporation

Statement of Operations

For the month ended January 31, 2024

(Dollars in Thousands)

	Actual	Budget	Favorable/ (Unfavorable)	Prior Year
Operating Revenue:				
Net patient revenue	55,755	54,699	1,056	49,335
Less: Provision for uncollectable accounts	(1,040)	(1,085)	45	(1,357)
Adjusted Net Patient Revenue	<u>54,715</u>	<u>53,614</u>	1,101	47,978
Disproportionate share / IGT revenue	10,273	10,273	-	9,571
Other revenue	4,576	4,158	418	2,747
Total Operating Revenue	<u>69,564</u>	<u>68,045</u>	1,519	60,296
Operating Expenses:				
Salaries & wages	30,741	30,070	(671)	29,267
Employee benefits	8,663	8,121	(542)	8,758
Physician fees	9,885	9,652	(233)	9,368
Purchased services	6,852	6,209	(643)	6,514
Supplies	11,402	11,277	(125)	9,870
Other expenses	1,961	1,965	4	2,047
Utilities	369	533	164	615
Depreciation & amortization	4,124	3,871	(253)	3,353
Interest	995	879	(116)	937
Total Operating Expenses	<u>74,992</u>	<u>72,577</u>	(2,415)	70,729
Operating Income/(Loss) Before Other Items	(5,428)	(4,532)	(896)	(10,433)
Other Gains/(Losses)				
Grant revenue	-	-	-	2,250
Income/(Loss) from Operations	(5,428)	(4,532)	(896)	(8,183)
Other Non-operating Gain/(Loss):				
Interest and dividends	308	180	128	145
Unrealized gain/(loss) on investments	(506)	(80)	(426)	2,909
Non-operating Gain/(Loss)	<u>(198)</u>	<u>100</u>	(298)	3,054
Excess of Revenue/(Deficiency) Over Expenses	<u>\$ (5,626)</u>	<u>\$ (4,432)</u>	<u>\$ (1,194)</u>	<u>\$ (5,129)</u>

Erie County Medical Center Corporation

Statement of Operations

For the one month ended January 31, 2024

(Dollars in Thousands)

	Actual	Budget	Favorable/ (Unfavorable)	Prior Year
Operating Revenue:				
Net patient revenue	55,755	54,699	1,056	49,335
Less: Provision for uncollectable accounts	(1,040)	(1,085)	45	(1,357)
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Excess of Revenue/(Deficiency) Over Expenses	\$ (5,626)	\$ (4,432)	\$ (1,194)	\$ (5,129)

Erie County Medical Center Corporation

Statement of Changes in Net Position

For the month and one months ended January 31, 2024

(Dollars in Thousands)

	<u>Month</u>	<u>Year-to-Date</u>
Unrestricted Net Assets:		
Excess/(Deficiency) of revenue over expenses	\$ (5,626)	\$ (5,626)
Other transfers, net	-	-
Contributions for capital acquisitions	-	-
Change in accounting principle	-	-
Net assets released from restrictions for capital acquisition	-	-
	<hr/>	<hr/>
Change in Unrestricted Net Assets	<u>(5,626)</u>	<u>(5,626)</u>
Temporarily Restricted Net Assets:		
Contributions, bequests, and grants	-	-
Other transfers, net	-	-
Net assets released from restrictions for operations	-	-
Net assets released from restrictions for capital acquisition	-	-
	<hr/>	<hr/>
Change in Temporarily Restricted Net Assets	<u>-</u>	<u>-</u>
Change in Net Position	<u>(5,626)</u>	<u>(5,626)</u>
Net Position, beginning of period	<u>(276,167)</u>	<u>(276,167)</u>
Net Position, end of period	<u>\$ (281,793)</u>	<u>\$ (281,793)</u>

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Erie County Medical Center Corporation

Statement of Cash Flows

For the month and one months ended January 31, 2024

(Dollars in Thousands)

	Month	Year-to-Date
Cash Flows from Operating Activities:		
Change in net assets	\$ (5,626)	\$ (5,626)
Adjustments to Reconcile Changes in Net Assets to Net Cash Provided by/(Used in) Operating Activities:		
Depreciation and amortization	4,124	4,124
Provision for bad debt expense	1,040	1,040
Net change in unrealized (gain)/loss on Investments	506	506
<u>Changes in Operating Assets and Liabilities:</u>		
Patient receivables	4,905	4,905
Prepaid expenses, inventories and other receivables	28,462	28,462
Accounts payable	6,749	6,749
Accrued salaries and benefits	(4,922)	(4,922)
Estimated third party payer settlements	171	171
Other accrued expenses	72,154	72,154
Self Insurance reserves	(831)	(831)
Other liabilities	(30,991)	(30,991)
Net Cash Provided by/(Used in) Operating Activities	75,741	75,741
Cash Flows from Investing Activities:		
Additions to Property and Equipment, net	(1,274)	(1,274)
Decrease/(increase) in assets whose use is limited	(840)	(840)
Sale/(Purchase) of investments, net	(419)	(419)
Investment in component units	-	-
Change in other assets	1,142	1,142
Net Cash Provided by/(Used in) Investing Activities	(1,391)	(1,391)
Cash Flows from Financing Activities:		
Principal payments on / proceeds from long-term debt, net	(639)	(639)
Principal payments on / additions to long-term lease liability, net	(282)	(282)
Principal payments on / additions to long-term subscription, net	(668)	(668)
Proceeds from line of credit	-	-
Increase/(Decrease) in Cash and Cash Equivalents	72,761	72,761
Cash and Cash Equivalents, beginning of period	19,483	19,483
Cash and Cash Equivalents, end of period	\$ 92,244	\$ 92,244

Erie County Medical Center Corporation

Statistical and Ratio Summary

	January 31, 2024	December 31, 2023	ECMCC 3 Year Avg. 2020 - 2022
<u>Liquidity Ratios:</u>			
Current Ratio	0.6	0.7	0.8
Days in Operating Cash & Investments	48	16	29.5
Days in Patient Receivables	54.6	63.2	55.5
Days Expenses in Accounts Payable	63.4	53.6	61.2
Days Expenses in Current Liabilities	139.6	129.2	144.5
Cash to Debt	79.9%	43.0%	52.8%
Working Capital Deficit	\$ (141,694)	\$ (89,919)	\$ (72,929)
<u>Capital Ratios:</u>			
Long-Term Debt to Fixed Assets	61.9%	67.7%	68.4%
Assets Financed by Liabilities	132.1%	133.6%	127.9%
Debt Service Coverage (Covenant > 1.1)	1.6	2.3	1.6
Capital Expense	16.3%	3.0%	3.0%
Average Age of Plant	6.9	7.6	9.4
Debt Service as % of NPSR	3.8%	4.2%	4.0%
Capital as a % of Depreciation	30.9%	13.1%	34.3%
<u>Profitability Ratios:</u>			
Operating Margin	-7.8%	-13.2%	-14.1%
Net Profit Margin	-10.1%	-1.0%	-3.5%
Return on Total Assets	-7.7%	-0.8%	-2.1%
Return on Equity	24.0%	2.3%	7.9%
<u>Productivity and Cost Ratios:</u>			
Total Asset Turnover	1.0	0.9	0.8
Total Operating Revenue per FTE	\$ 249,484	\$ 224,619	\$ 216,505
Personnel Costs as % of Total Revenue	55.8%	57.5%	57.0%

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Erie County Medical Center Corporation

Key Statistics			
Period Ended January 31, 2024			

Current Period			
Actual	Budget	% to Budget	Prior Year
1,066	1,000	6.6%	1,005
212	252	-15.9%	235
175	199	-11.9%	188
19	13	51.6%	12
1,472	1,463	0.61%	1,440
8,828	8,221	7.4%	9,591
3,748	4,287	-12.6%	4,175
691	800	-13.6%	820
396	277	43.0%	362
13,663	13,585	0.6%	14,948
285	265	7.4%	309
121	138	-12.6%	135
22	26	-13.6%	26
13	9	43.0%	12
441	438	0.6%	482
8.3	8.2	0.7%	9.5
17.7	17.0	4.0%	17.8
3.9	4.0	-2.0%	4.4
20.8	22.1	-5.7%	30.2
9.3	9.3	0.0%	10.4
83.0%	85.3%	-2.6%	90.8%
1.87	1.81	3.5%	1.73
304	224	35.7%	219
420	398	5.5%	393
656	661	-0.8%	666
20	49	-59.2%	69
42	29	44.8%	25
22,788	24,993	-8.8%	24,583
5,082	5,521	-8.0%	4,793
54.6	44.2	23.5%	56.9
1.8%	2.0%	-11.3%	3.2%
3,254	3,227	0.9%	3,207
4.07	4.27	-4.6%	3.93
\$ 19,274	\$ 19,658	-2.0%	\$ 18,008
\$ 25,912	\$ 26,451	-2.0%	\$ 26,549
Terrace View Long Term Care:			
11,333	11,638	-2.6%	11,323
366	375	-2.6%	365
93.7%	96.3%	-2.6%	93.7%
471	514	-8.5%	412
6.6	7.1	-6.0%	5.8

Current Period				
Actual	Budget	% to Budget	Prior Year	
Discharges:				
Med/Surg (M/S) - Acute	1,066	1,000	6.6%	1,005
Behavioral Health	212	252	-15.9%	235
Chemical Dependency (CD) - Detox	175	199	-11.9%	188
Medical Rehab	19	13	51.6%	12
Total Discharges	1,472	1,463	0.61%	1,440
Patient Days:				
M/S - Acute	8,828	8,221	7.4%	9,591
Behavioral Health	3,748	4,287	-12.6%	4,175
CD - Detox	691	800	-13.6%	820
Medical Rehab	396	277	43.0%	362
Total Patient Days	13,663	13,585	0.6%	14,948
Average Daily Census (ADC):				
M/S - Acute	285	265	7.4%	309
Behavioral Health	121	138	-12.6%	135
CD - Detox	22	26	-13.6%	26
Medical Rehab	13	9	43.0%	12
Total ADC	441	438	0.6%	482
Average Length of Stay:				
M/S - Acute	8.3	8.2	0.7%	9.5
Behavioral Health	17.7	17.0	4.0%	17.8
CD - Detox	3.9	4.0	-2.0%	4.4
Medical Rehab	20.8	22.1	-5.7%	30.2
Average Length of Stay	9.3	9.3	0.0%	10.4
Occupancy:				
% of M/S Acute staffed beds	83.0%	85.3%	-2.6%	90.8%
Case Mix Index:				
Blended (Acute)	1.87	1.81	3.5%	1.73
Observation Status	304	224	35.7%	219
Inpatient General Surgeries	420	398	5.5%	393
Outpatient General Surgeries	656	661	-0.8%	666
Inpatient Ancillary Surgeries	20	49	-59.2%	69
Outpatient Ancillary Surgeries	42	29	44.8%	25
Outpatient Visits	22,788	24,993	-8.8%	24,583
Emergency Visits Including Admits	5,082	5,521	-8.0%	4,793
Days in A/R	54.6	44.2	23.5%	56.9
Bad Debt as a % of Net Revenue	1.8%	2.0%	-11.3%	3.2%
FTE's	3,254	3,227	0.9%	3,207
FTE's per Adjusted Occupied Bed	4.07	4.27	-4.6%	3.93
Net Revenue per Adjusted Discharge	\$ 19,274	\$ 19,658	-2.0%	\$ 18,008
Cost per Adjusted Discharge	\$ 25,912	\$ 26,451	-2.0%	\$ 26,549
Terrace View Long Term Care:				
Patient Days	11,333	11,638	-2.6%	11,323
Average Daily Census	366	375	-2.6%	365
Occupancy - % of Staffed beds	93.7%	96.3%	-2.6%	93.7%
FTE's	471	514	-8.5%	412
Hours Paid per Patient Day	6.6	7.1	-6.0%	5.8

Medical Executive Committee
CMO Report to the ECMC Board of Directors
February 2024

University at Buffalo Update

- Reaching the end of the interview process for the Chair of Medicine. We are hoping to have an announcement soon.
- Psychiatry Chair search is underway as well as the Anesthesia Chair search.

Current hospital operations

- Admissions YTD: 1243 (1155)
- ED visits YTD: 5026 (4681)
- CPEP visits: 869 (923)
- Observation: 347 (239)
- Inpatient Surgeries: 492 (461)
- Outpatient Surgeries: 747 (765)
- ALC days YTD: 936 (1455)

The average length of stay MTD 8.1 (8.8). CMI 1.9508 (1.6817)

CMO Update

- Hospital volumes have been up since mid-January. We are seeing mid-summer volume numbers. No specific diagnosis pattern during admissions.

OR Lighting Update

- The lighting project is on schedule with only four more rooms to complete (there were eleven rooms total). Each room takes approximately one week to complete. Thank you to Marc Labelle and Cassie Davis for making this project happen on time and on budget.

ERIE COUNTY MEDICAL CENTER CORPORATION
Charlene Ludlow MS, RN, CIC
Sr. Vice President of Nursing

Department of Nursing Report February 2024

The Nursing department has started off 2024 strong. Our updated submission was sent to American Nurses Credentialing Center to update our status as a Pathways to Excellence facility. This has re-energized our staff and provides a focus for our new staff members on our mission for high quality care delivered with compassion to every patient.

Celebrations were held related to our outstanding Nursing team which included:
Nurse Hero of the Month was awarded to Maria Grasso RN, Internal Medicine Clinic
TULIP award winner was Racine Sanders an outstanding and dedicated ACC in the Emergency Department
Daisy Award to Amie Zinzda RN, excellent Nurse on 8 zone 3
TICU Employee of the quarter awards were awarded to Day Nurse Emily Toal RN and Night Nurse Brittney Ducette RN.

The ECMC Nurse recognition committee hosted a Meat Raffle on 2/3/2024 which was a successful fund raiser but also it was a great social event for staff as a team builder as well as a wellness event to enjoy time with their friends and family.

Our Nursing team is very proud of their accomplishments for prevention of CAUTI's for over 150 days.

ECMC recruitment and retention efforts have been very positive. Currently there are 44 RN's at different phases of orientation. Our Nurse Intern program has expanded with many Nursing students joining our patient care team to get additional experience prior to taking their Nursing Boards. I continue to work with the local universities to offer ECMC as the premier clinical site for student rotations. Our staff continue to welcome and mentor the students as well as new hires to develop a positive environment for patient care and professional development.

Communications and External Affairs Report
Submitted by Peter K. Cutler
Vice President of Communications and External Affairs
February 27, 2024

Marketing

- Continued advertising marketing support of Orthopedic services, Help Center and nursing recruitment through placement of TV, radio, and print advertisements. Also maintained ECMC's long secured billboard just east of Grider Street on the outbound side of NYS Route 33 with graphics highlighting ECMC's nationally ranked Orthopedic services.

Media Report

- Continue coordination of media interviews related to ECMC service lines including coverage of transplantation, orthopedics, behavioral health, surgical services, physical therapy and emergency services.

Community and Government Relations

- With Governor Hochul's delivery of her annual State of the State address and then the subsequent release one week later of her recommended 2024-25 Executive Budget, the NYS 2024 Legislative Session has commenced. We are prepared to continue our advocacy in the State Capitol between the Executive Chamber and each house of the State Legislature for programs, policies and funding opportunities to reinforce and strengthen ECMC's position as our region's leading healthcare institution for trauma/emergency, behavioral health, transplantation services, as well as enhance our position as our region's safety net hospital, providing high-quality healthcare services for the most vulnerable residents of our community.