

**ECMC CORPORATION**  
**ANNUAL REPORT (RE: 2013) AS REQUIRED BY**  
**NEW YORK PUBLIC AUTHORITIES LAW SECTIONS 2800 AND 3642**

**ANNUAL REPORT:**

New York State Governor Andrew M. Cuomo  
Senate Finance Committee Chairman John A. DeFrancisco  
Senate Finance Committee Ranking Minority Member Liz Krueger  
Assembly Ways and Means Committee Chairman Herman D. Farrell, Jr.  
Assembly Ways and Means Committee Ranking Minority Member Bob Oaks  
New York State Comptroller Thomas P. DiNapoli  
Erie County Legislature Chair John J. Mills  
Erie County Executive Mark C. Poloncarz  
Erie County Comptroller Stefan I. Mychajliw  
Erie County Audit Committee Chairman Christopher Musialowski  
Erie County Legislature Clerk Scott W. Kroll  
Erie County Clerk Christopher L. Jacobs

**REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:**

New York State Governor Andrew M. Cuomo  
New York State President of the Senate Dean G. Skelos  
New York State Speaker of the Assembly Sheldon Silver  
New York State Comptroller Thomas P. DiNapoli  
Erie County Executive Mark C. Poloncarz  
Clerk of the Erie County Legislature Scott W. Kroll  
Copies available to the public upon reasonable request

**BOND SALE REPORT:**

New York State Comptroller Thomas P. DiNapoli  
Senate Finance Committee Chairman John A. DeFrancisco  
New York State Assembly Ways and Means Committee Chair Herman D. Farrell Jr.  
Copies available to the public upon reasonable request

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

The year 2013 has been another one of success and growth for ECMC as we transform our health services. We continued to build and collaborate last year. We maintained our commitment to providing the best patient experience for everyone who walks through our doors. The bricks and mortar and extensive renovations will forever change our campus, but the true transformation has been our focus on the patient experience and ensuring that our patients receive the highest quality care in a clean, comfortable, safe environment from the nicest people in health care.

In February of 2013, we were part of history when we opened our new \$103 million, 390-bed Terrace View Long-Term Care Facility, which replaced the county home in Alden. This enabled us to provide a beautiful, state-of-the-art facility for individuals in our community who deserve the best, from generations who helped build our communities, to residents whose needs are not able to be served at other facilities.

In Behavioral Health, a consolidated model combined the resources of ECMC and the Buffalo General Medical Center behavioral health programs in an effort to create state of the art, comprehensive psychiatric emergency programs and new inpatient facilities to serve mental health and chemically dependent patients in Western New York. As part of the behavioral health service consolidation, we moved our “Downtown Clinic,” a chemical dependency treatment service, into newly renovated clinical space in the heart of the city. Furthermore, we now operate what was formerly a Kaleida chemical dependency treatment facility in Depew, New York, as well as a former Kaleida behavioral health office at 1010 Main Street in Buffalo, while we continue to operate an ECMC chemical dependency treatment clinic in Kenmore, New York.

Other 2013 initiatives included the creation of the Transitional Care Unit, a new wing for patients transitioning from acute care to rehabilitation; the opening of our new surgical center operating rooms, as well as patient room renovations. Cardiac care integration with the Gates Global Vascular Institute (GGVI) began in 2013, creating one program at two sites; Buffalo General Medical Center (BGMC) and ECMC.

The year 2013 marked the second full year of operations of the Regional Center of Excellence (COE) for Transplantation and Kidney Care—our first collaboration with Kaleida in Great Lakes Health. Both the Regional COE for Transplantation and Kidney Care at ECMC and the GGVI at BGMC consolidating these ECMC and Kaleida Health services were HEAL grant-funded programs.

Started in 2013, we continue to integrate laboratory services with Kaleida's centralized lab services while essential ECMC lab services remain on the ECMC Health Campus.

Last year, more patients chose ECMC for care, more physicians joined ECMC, and ECMC developed additional collaborations with our community partners. Physicians were recruited in key areas, such as Plastic and Reconstructive Surgery, Oncology, General Surgery, Orthopedics, Bariatrics and Primary Care.

Operating room volume increased by 1%; there were 10,229 cases in 2012 and 10,350 cases in 2013. The Emergency room volume increased by 1%; there were 63,918 visits in 2012 and 64,686 visits in 2013. Total discharges also increased by 1% with 16,091 patients in 2012 and 16,316 patients in 2013. With all of the changes to reimbursement, this was no small accomplishment. While staying true to our mission to treat everyone regardless of their ability to pay, we continue to be responsible to the patients we serve and remain committed to being good stewards of the public assets we manage. We would like to publicly thank everyone at ECMC for their efforts to not only provide outstanding care, but also for their commitment to the fiscal integrity of the ECMC Corporation.

**ECMC Corporation Annual Report as required by New York Public  
Authorities Law – Sections 2800 and 3642**

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Despite providing this level of uninsured and underinsured care, ECMC has implemented efficiencies, managed growth in key areas, and kept debt to manageable levels. With the growth and success financially and otherwise, ECMC Corporation and other health care organizations still must meet longer term challenges and develop solutions.

The Affordable Care Act also calls for ECMC to accelerate existing, and create new, collaborations with Kaleida and other partners in the community. While our integrations to date are historic for Western New York, and they continue to position us for the changing health care environment, the growing pressure of less reimbursement for patient volume and more reimbursement for quality and patient satisfaction will be a significant challenge moving forward. It is with a continued look at efficiencies and clinical integration that we intend to meet these challenges.

We are caring for our own in the Western New York community. All of our success and growth is only possible with everyone's hard work and dedication. The ECMC family is a special family because we value compassion and caring for our patients and each other, and this translates into higher quality care and better customer service. The residents in the community are realizing that the care through ECMC is truly different and many now understand the meaning of our tagline "True Care."

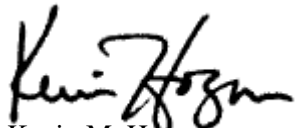
As stewards of a tremendous community asset, we are ever mindful of our responsibility to the long term success of ECMC and to the patients we serve. We ask that you continue to support our mission and we thank you for doing so thus far. We fully expect that our record of success combined with your continued support will enable us to meet the challenges ahead.

Again, thank you.

Sincerely,



Jody L. Lomeo  
Chief Executive Officer



Kevin M. Hogan  
Chair, Board of Directors



Richard E. Hall, DDS, PhD, MD  
President, Medical Executive Committee

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

## **ECMC Opens Terrace View Long-Term Care Facility**

On February 8, 2013, Erie County Medical Center Corp. dedicated its new \$103 million, 390-bed nursing home on the ECMC Health Campus on Grider Street.

Terrace View Long-Term Care Facility, named for the design feature of multiple terraces providing outside areas for residents, replaces the 87-year-old Erie County nursing home in Alden. Terrace View also combines in one location existing long-term care beds from ECMC.

Patients were transferred from Alden into the new facility and from the Skilled Nursing Facility at ECMC March 9th through the 11th.

The move from Alden to ECMC's Health Campus focuses on providing higher quality, state-of-the-art care for residents. It also moves residents closer to family, increases access to employment for Buffalo and suburban residents and reduces operating costs for ECMC Corp. Terrace View will save almost \$1 million annually simply by eliminating resident transportation costs between Alden and Buffalo. Terrace View also brings approximately 400 jobs back to the City of Buffalo. In the past, the Erie County Home was challenged to provide employment opportunities for city residents who had limited transportation to Alden. In line with New York State Department of Health recommendations, there was a 332-bed reduction to the new facility from the previous total of 722 beds. Most Alden employees who wanted to transfer to the new location, or to other ECMC operations, did so; some unfilled positions were not filled or were consolidated to increase operational efficiencies, but job levels are similar before and after the move. All residents not transferring to the new facility were moved to other facilities or home.

“This move to ECMC's Grider Campus took vision from our board of directors and collaboration with our community. Most importantly, this improves the lives of our residents and employees and saves ECMC Corp., Erie County and New York State taxpayers a great deal of money,” said ECMC CEO Jody L. Lomeo. “We're especially pleased that residents have moved to a fresh, state-of- the- art facility that incorporates the very latest in resident-centered thinking.”

Medicaid is expected to reimburse portions of the construction and the operating costs based on the number of residents who receive Medicaid. The Erie County Fiscal Stability Authority financed the project through its bonding authority.

From the state's point of view, Terrace View is an innovative symbol of a new direction. “Gov. Cuomo has reformed the state's Medicaid system to reduce costs and improve patient outcomes, and this new, highly efficient facility will save taxpayer dollars while providing improved services,” said Lt. Governor Robert J. Duffy. “This facility will be a great addition to Western New York, and I commend and thank everyone for the hard work it took to make this happen.” The project came together rapidly after a July 2011 ground breaking. “We're extremely proud of the innovative work happening at ECMC,” said Kevin Hogan, Chair of the ECMC Corp. board. “Having the support of our partners, New York State, Erie County, makes it all possible. And what's best is that our patients and employees benefit most.” The new home is organized into small-scale, 12-bed households, each with a living room and fireplace, kitchen and dining rooms. Each floor features a generous outdoor terrace and an indoor terrace lounge with a view to the terrace. “The new facility at ECMC is a clear step forward in design for a livable senior care community,” said Richard Cleland, ECMC's chief operating officer. Design and work on the building came mostly from local sources, including Cannon Design of Grand Island.

“What’s innovative is the personal space of each room, with a bay window, the small-scale households, the cascading terraces, and the array of destinations. Shared communal spaces on the first floor, with adjacent gardens and courtyards, deliver the texture and diversity for a stimulating community for residents, families and staff,” Cleland said. Bonds for the project sold through the Fiscal Stability Authority created a borrowing structure that saved ECMC Corp. \$118 million in interest expense by reducing the interest rate and the repayment period to 15 years from 30. Erie County paid \$11.5 million of the construction costs through an agreement reached with ECMC Corp. in 2009. ECMC officials estimate the new facility will reduce current operating losses by 60 percent. Further, according to recent resident and employee censuses, residents’ families and nursing home workers are finding the new home much more convenient. Eighty percent of the residents are from Buffalo or the first-ring suburbs. Terrace View allows residents to be closer to family and loved ones who can participate in their care and well-being.

Terrace View and ECMC’s centers of excellence are part of a five-year, \$200 million expansion on ECMC’s Health Campus that is 80 percent complete. It provides good-paying jobs and health-focused economic development centered in a section of Buffalo that has seen too little of both.

The Skilled Nursing Facility at ECMC contained 126 skilled nursing beds and 10 ventilator beds. The facility in Alden held 586 beds on three floors. The new facility, for which current residents had design input, is 275,500 square feet on five levels. It contains three floors of 96 skilled nursing beds each; one floor containing 66 sub-acute rehab beds; a 20-bed ventilator unit and 16-bed behavioral intervention unit on the ground floor, for a total of 390 beds. The building is connected to the existing hospital and to other facilities on campus via a public corridor that is used to transport patients and residents in need of varying degrees of medical care.

## **Open House of ECMC Surgical Center**

On December 30, 2013, Erie County Medical Center (ECMC) Corporation held an open house of the expansion of its operating rooms in the new *ECMC Surgical Center*, including two new state-of-the-art operating suites with related recovery and surgical service space. The operating suite is 25,000 square feet in size and includes two additional "shelled" operating rooms prepared for future expansion.

The *ECMC Surgical Center* is located on the first floor of the new *Ambulatory Center* building on the ECMC Health Campus. The new operating room suites in a separate building include the latest technology for minimally invasive procedures, on-site diagnostic pathology, pre-operative and post-operative private patient "bays," and a PeriOptimum patient tracking system to communicate real-time patient status to families and the healthcare team.

The new suites are needed because of significant increases in ECMC's surgical volume in recent years. This is specifically related to an increase in emergency room volume; consolidation of all Great Lakes Health transplantation programs for kidney and pancreas transplantation on the ECMC Health Campus; and an increase in surgical volume generated from the hiring of/partnering with new surgeons and physicians. ECMC has also seen significant surgical growth in orthopedics and has started a new plastic and reconstructive surgery service, including head and neck and breast cancer surgery.

"This opening completes one more exciting expansion as we continue to grow and provide the best patient experience for our community," said ECMC CEO Jody L. Lomeo. "This expansion along with other developments on the ECMC Health Campus has accounted for more than \$200 million in patient-focused capital improvements and investments on our Grider Street campus in the last few years."

## **ECMC receives American Heart Association’s Get With The Guidelines-Heart Failure Silver Plus Quality Achievement Award**

On December 9, 2013, Erie County Medical Center (ECMC) announced it received the Get With The Guidelines®-Heart Failure Silver Plus Quality Achievement Award from the American Heart Association. The recognition signifies that ECMC has reached an exceptional goal of treating heart failure patients according to the guidelines of care recommended by the American Heart Association/American College of Cardiology.

This marks the eighth year that ECMC has been recognized with a quality achievement award. Get With The Guidelines-Heart Failure helps ECMC's staff develop and implement acute and secondary prevention guideline processes to improve patient care and outcomes. The program provides hospitals with a web-based patient management tool, best practice discharge protocols and standing orders, along with a robust registry and real-time benchmarking capabilities to track performance.

The quick and efficient use of guideline procedures can improve the quality of care for heart failure patients, save lives and ultimately, reduce healthcare costs by lowering the recurrence of heart attacks.

“Recent studies show that patients treated in hospitals participating in the American Heart association's Get With The Guidelines-Heart Failure program receive a higher quality of care and may experience better outcomes,” said Lee H. Schwamm, M.D., chair of the Get With The Guidelines National Steering Committee and director of the TeleStroke and Acute Stroke Services at Massachusetts General Hospital in Boston, Mass. “The ECMC team is to be commended for their commitment to improving the care of their patients.”

Following Get With The Guidelines-Heart Failure treatment guidelines, heart failure patients are started on aggressive risk-reduction therapies if needed, including cholesterol-lowering drugs, beta-blockers, ACE inhibitors, aspirin, diuretics and anticoagulants while in the hospital. Before discharge, they also receive education on managing their heart failure and overall health, including lifestyle modifications and follow-up care. Hospitals must adhere to these measures at a set level for a designated period of time to be eligible for the achievement awards.

“ECMC is dedicated to making our care for heart failure patients among the best in the country. The American Heart Association's Get With The Guidelines-Heart Failure program helps us to accomplish this goal,” said Jody L. Lomeo, CEO, ECMC Corporation. “This recognition demonstrates that we are on the right track and we're very proud of our team.”

According to the American Heart Association, about 5.7 million people suffer from heart failure. Statistics also show that, each year, 670,000 new cases are diagnosed and more than 277,000 people will die of heart failure. However, many heart failure patients can lead a full, enjoyable life when their condition is managed with proper medications and devices and with healthy lifestyle changes.

## **ECMC Lab earns AABB Accreditation**

The Erie County Medical Center (ECMC) has been granted, by the American Association of Blood Banks, (AABB) Accreditation for Transfusion Activities, according to a notification letter and “Certificate of Accreditation.” AABB grants accreditation to ECMC in Transfusion Services for Testing (Pretransfusion, Compatibility) and Blood Administration.



Accreditation follows an intensive on-site assessment by specially trained AABB assessors and establishes that the level of technical and administrative performance within the facility meets or exceeds the standards set by AABB. By successfully meeting those requirements, ECMC joins similar facilities located throughout the United States and around the world that have also earned AABB Accreditation.

“The AABB's accreditation procedures are voluntary,” explained Daniel Amsterdam, PhD, Director of Laboratory Medicine, ECMC. “ECMC has sought AABB accreditation because this program assists facilities around the world in achieving excellence by promoting a level of professional and technical expertise that contributes to quality performance and patient safety.”

AABB's Accreditation Program contributes to the quality and safety of collecting, processing, testing, distributing and administering blood and cellular therapy products. The Accreditation Program assesses the quality and operational systems in place within a facility. The basis for assessment is compliance with AABB standards, the Code of Federal Regulations and other federal guidance documents.

“I am very proud of all the Blood Bank staff members. We all work hard every day because we want to be certain that the quality of care for our patients is the best,” stated Leorosa O. Lehman, MD, Medical Director, Blood Bank/Hematology Lab, ECMC.

The AABB Accreditation program has been recognized by the International Society for Quality in Healthcare (ISQua). In June 1995, AABB was granted “deemed status” as an accrediting organization under the Clinical Laboratory Improvement Amendments of 1988 (CLIA '88) program. This granting of “deemed status” indicates that the Centers for Medicare and Medicaid (CMS) has found the AABB accreditation process to provide reasonable assurance that the facilities accredited by it meet or exceed the conditions required by federal law and regulations.

### **ECMC “Downtown Clinic” Grand Opening**

On November 1, 2013, Erie County Medical Center held an open house ceremony for its new "Downtown Clinic" chemical dependency-treatment facility, now located at 1285 Main Street, across the street from its previous location.

With new accommodations, the addiction services program has been expanded. The new facility has 32 clinician rooms, six group rooms and a medical office. It provides for 25,000 visits annually with an average patient caseload per month of 340. The clinic offers outpatient substance abuse services under all major insurance plans. Services include a five-day per week stabilization group.

The clinic employs a multi-disciplinary team of 19, including a clinic psychiatrist, psychiatric nurse practitioner, registered nurse, addictions counselors, a Spanish-speaking counselor and support staff.

"The clinic's focus is on chemical dependency outpatient counseling by a multi-disciplinary team, as well as other very focused and patient-centric offerings," said Richard C. Cleland, ECMC's chief operating officer.

Roxanne Welsh, CRC, CASAC, program manager of ECMC's chemical dependency outpatient clinics, said the new office utilizes treatment services at ECMC's Emergency Department and detoxification and inpatient rehabilitation services as needed in determining and implementing the best treatment plan for individual clients.

Other new offerings include medication-assisted treatment, with Dr. Nalini Misir directing a comprehensive suboxone program that includes suboxone group counseling, physician visits and individual counseling; an Hispanic track of treatment, with a Spanish-speaking counselor; co-occurring disorder treatment, that includes group counseling and scheduled visits with Tom Chapin, psychiatric nurse practitioner.

The new clinic, on Main near Bryant Street in Buffalo, also includes: Improved connectivity to ECMC, featuring real-time immediate registration and centralized scheduling, both designed to decrease insurance denials; Faster documentation, label printing, access to registration forms and communication with ECMC's lab; TV, computer, and projector-equipped group room for increased staff training opportunities; Security updates, with numerous onsite cameras feeding to ECMC and call buttons in all group rooms; Locking clinic doors so patients can only access waiting room/rest rooms, requiring staff escort into clinic areas; Increased privacy for patients with two toxicity-treatment restrooms; Secure staff parking; Expanded physician office/exam rooms, along with increased physician hours to facilitate increase in suboxone referrals.

The expanded clinic is operating under an existing ECMC license. The new clinic also has a brighter, more welcoming environment for staff and patients, with new surroundings, furniture and televisions in waiting rooms for patients. The clinic accepts most major health care insurance plans and has offsite fiscal services staff to assist with Medicaid applications as needed.

In June 2012, Great Lakes Health announced that New York's Health Department approved a \$15 million grant to help ECMC and Kaleida Health consolidate mental health and drug dependency treatment in one \$25 million Regional Behavioral Health Center of Excellence at ECMC. That building is currently rising on the ECMC campus and is due to open in March 2014.

The new center is a physician-driven collaboration between ECMC and Kaleida that will create a state-of-the-art, comprehensive psychiatric emergency program and new inpatient facilities to serve mental health and chemically dependent patients in Western New York.

The consolidated model combines the resources of ECMC and Buffalo General Medical Center behavioral health programs and creates a single, 180-bed inpatient psychiatric program. It also continues ECMC's current 22 detoxification beds and 20 inpatient chemical dependency rehabilitation beds. The plan also calls for continuing clinics in Lancaster and Kenmore, in addition to the Main Street facility.

The new center also expands ECMC's current emergency behavioral health facilities from 6,500 square feet to 18,000 square feet. The integrated model combines the current outpatient volumes of 44,300 annual visits at ECMC and Kaleida's 68,829 annual visits with services provided onsite at ECMC and at its community-based locations.

ECMC had 132 licensed inpatient psychiatric beds with 2,297 discharges in 2011 and 57 inpatient rehabilitation/detoxification beds with 1,621 discharges in 2011. Buffalo General Medical Center had 91 licensed inpatient beds with 2,307 annual discharges.

## **Patient Satisfaction Experience Fair**

On October 30th, ECMC held the first annual Patient Satisfaction Experience Fair. Well over 200 were in attendance discussing exceptional ideas being implemented throughout the hospital. All departments were encouraged to submit their contributions to show what each area is doing to enhance the patient experience. This achieved level of success at the fair could not have been reached without commitment and dedication from each caregiver.

## **Healthcare Professions Conference for 7<sup>th</sup> graders**

The 4<sup>th</sup> annual ECMC Healthcare Professions Conference for 7th graders was held on October 29<sup>th</sup>, 2013, at the Buffalo Museum of Science. Sponsored by ECMC Lifeline Foundation, Buffalo Museum of Science, Buffalo Public Schools, and Erie Community College, this interactive hands-on conference for 7th graders only, was designed so students who are making plans for high school may learn more about the healthcare professions and explore the world of science. The students gained insight through the eight workshops presented. Representatives from the Buffalo Museum of Science, Buffalo Public Schools and Erie Community College presented during the morning plenary session along with Jody Lomeo, ECMC CEO, and Chanda Agro, FNP-C, RNFA, Nurse Practitioner, Head and Neck/Plastic and Reconstructive Surgery, ECMC, to round-out a very successful event. The 217 students from the following schools participated this year: Marva Daniels' Futures Preparatory School; Bilingual Center; Westminster Community Charter School; King Center Charter School; and Lydia T. Wright School of Excellence.

## **ECMC Lifeline “BILLIEVES”**

The ECMC Lifeline Foundation teamed-up with the Buffalo Bills and ADPRO Sports to raise awareness about the importance of early detection of breast cancer; all while raising money to support the ECMC Mobile Mammography Coach. Donations totaled over \$50,000 from the various Billie events.

Buffalo Bills fans were invited to “Billie” the weekend of October 11-13, 2013. The festivities sponsored by ECMC kicked off Friday night at the Hard Rock Cafe in Niagara Falls with a VIP Player party and auction to benefit the Mammography Coach. Players and survivors formed a human pink ribbon over the Rainbow Bridge as the Falls basked in a pink glow of light. On Sunday, the spotlight once again shone on ECMC at the Bills/Bengals game. ECMC cancer survivors joined dozens of others on-field before the game in a “Survivors Stampede.” Everyone attending the game was given a pink Yowie from ECMC and ADPRO Sports and even the players wore them in support of breast cancer awareness. During the game, two dozen ECMC nurses and staff members joined with the Buffalo Bills in selling pink cookies. All proceeds from the sale of the sweet treats donated by Rich Products and decorated by Emerson Culinary Institute benefited the ECMC Mobile Mammography Coach. All month long, Western New York High Schools turned their sidelines pink in support of survivors and the Mammography Coach. With pink gear provided by ADPRO Sports, nearly two dozen schools “pinked-out” their October games to raise money for the Coach. The total tallied over \$25,000. The top fund-raising school was recognized at the December 22, 2013 Buffalo Bills game for all their efforts in support of the ECMC Lifeline Mobile Mammography Coach.

## **ECMC Human Resources and Police Department Administrators present at O.P.E.N. Conference**

On October 16, an “O.P.E.N.” (Organization of Public Employer Negotiators) Conference was held at the Millennium Hotel in Cheektowaga. ECMC Administrators who participated as presenters included: Opening remarks from **Kathleen E. O’Hara, Esq.**, Vice-President, O.P.E.N., and Vice-President, Human Resources, ECMC Corp.; Domestic Violence Policies and Procedures from **Carla DiCanio Clarke, Esq.**, Employment Law Specialist, ECMC Corp.; Public Sector Investigations by **Christopher L. Cummings**, Consultant, Secure Environment Solutions LLC, Ret. New York State Police Troop A Commander.

## **Gold Medalist donates Medals to ECMC Transplant Center & Unyts**

Buffalo native Barb Breckenridge is a 14-year kidney transplant recipient, having received a life-saving organ at ECMC in 1999. She earned five gold medals at the World Transplant Games in Durban, South Africa, this past August. She has also participated in many US and World Transplant games, receiving several awards and overall has won over twenty-five medals in track and field events.

On October 9, 2013, at ECMC, Barb decided to give back by giving away some of the many medals showing her accomplishments from participating in the transplant games. She thanked the hospital and staff for all their encouragement and support. Mark Simon, Unyts CEO; Dr. Brian Murray, Chief Medical Officer, ECMC Corp.; Dr. Mark Laftavi, Surgical Director, Transplant, ECMC; Dr. Oleh Pankewycz, Medical Director, Nephrology, ECMC; and Tom Quatroche Jr., PhD, Sr. VP, ECMC Corp; offered words of thanks and congratulations as they accepted the medals from Barb with great gratitude.

Barb works tirelessly in the community, providing education on kidney disease and prevention. She offers peer counseling for dialysis patients, transplant patients and their families. She also facilitates a Kidney Support Group at ECMC. Barb has also received several community service awards, including: the St. Joseph Worker's Award from the Diocese of Buffalo, Andy Mills Community Service award from St. Martin De Porres Church, The Gift of Life award from the National Kidney Foundation, Volunteer of the Year award from Unyts and the NAACP Rufus Frasier Human Relations Award.

## **ECMC Wound Care Symposium featured distinguished Wound Care Specialist Dr. Scott Covington as key note speaker**

On Saturday, October 5<sup>th</sup>, the Erie County Medical Center (ECMC) and the ECMC Lifeline Foundation held its second annual "Wound Care Symposium: A Multidisciplinary Approach to Wound Healing." ECMC was able to arrange for distinguished wound care specialist Dr. Scott Covington to address some 100 clinicians in attendance during this conference.

Scott Covington, MD, is the Executive Vice President in charge of Medical Affairs for Healogics. Certified by the American Board of Surgery and a fellow in the American College of Surgeons, Dr. Covington was founder of the first multidisciplinary wound center in North Carolina's Wake County. In addition to an extensive clinical experience in wound care, Dr. Covington is a Certified Hyperbaric and Wound Specialist (CHWS) with the American College of Hyperbaric Medicine. Dr. Covington lectures frequently throughout the United States on wound care, and serves as an industry advisor on wound-related issues. He is a member of the Wound Healing Society, the American College of Hyperbaric Medicine and the Undersea & Hyperbaric Medical Society.

Other Wound Care Symposium 2013 presenters included: Lynn Kordasiewicz, MSN, ANP, WOCN, Nurse Practitioner for skin, wound, and ostomy care, ECMC; James Hassett, MD, Surgeon, Kaleida Health and ECMC, and Professor, University at Buffalo Medical School; David Davidson, DPM, Staff Member, Sports Medicine Institute, S.U.N.Y at Buffalo, and Assistant Clinical Professor, Department of Orthopaedics, University at Buffalo Medical School, as well as Chief, Podiatry Section, Department of Orthopaedics, Kaleida Health, and practitioner, Wound Center at ECMC; Matthew Antalek, DO, Infectious Disease Physician in private practice; Raphael Blochle, MD, Vascular Surgeon at ECMC / UBMD and Clinical Assistant Professor, University at Buffalo Medical School; and Jennifer Gurske-Deperio, MD, Orthopedic Surgeon at Kaleida Health and ECMC.

The Center for Wound Care and Hyperbaric Medicine at ECMC, managed by Healogics, Inc., provides specialized treatment for chronic or non-healing wounds, which are defined as sores or wounds that have not significantly improved from conventional treatments. Associated with inadequate circulation, poorly functioning veins, and immobility, non-healing wounds lead to lower quality of life and may lead to amputations. When wounds persist, a specialized approach is required for healing. Typically, a wound that does not respond to normal medical care within 30 days is considered a problem or chronic wound. Through a partnership with Healogics, Inc., ECMC is able to offer a new and comprehensive center providing specialized wound care and hyperbaric medicine. The Center for Wound Care and Hyperbaric Medicine is located on the ECMC Health Campus and can be reached by phone at 716-898-4800.

### **Honorees for 2013 Heroes 5K Run, Chase & Healthwalk**

On September 28, 2013, ECMC and ECMC Lifeline Foundation announced honorees of the 2013 Heroes 5K Run, Chase and Healthwalk. The nominees are dedicated, life-saving professionals from the fields of Law Enforcement, Firefighting, Emergency Medical Services and Pastoral Care.

The following individuals and groups were honored September 28, 2013, during the Heroes 5K Run, Chase & Healthwalk in Delaware Park.

**Officer Joseph Hassett, Buffalo Police Department:** Acting on a tip from police intelligence; Officer Hassett and fellow officers from the Housing Unit went to check out an area around Eggert and LaSalle for a man with a loaded handgun. Upon arriving on the scene they spotted the individual in question. As their patrol cars approached the man began to walk away, removing what appeared to be a handgun from his waist area. Officer Hassett began pursuit on foot while his fellow officers tried to cut him off with their vehicle. As the suspect tried to scale a fence, Officer Hassett grabbed on, and while holding on to him, the suspect fired a shot that struck officer Hassett in the right leg just below his knee. Despite the wound Officer Hassett maintained his restraint of the individual; holding him at gunpoint until fellow officers arrived. A 22 caliber semi-automatic weapon was recovered, the suspect taken into custody and Officer Hassett rushed to ECMC for treatment of his injuries. For his perseverance, determination and dedication to duty, Officer Hassett was presented with a Buffalo Police Department Medal of Valor this past June and will be honored this Saturday as our Law Enforcement Hero Honoree.

**Firefighter Jason Czora, Buffalo Fire Department:** Jason Czora exemplifies the true spirit of the Buffalo Fire Department. Without regard to his own well-being, firefighter Czora rushed into a burning home on Roseville Street in Buffalo. With the structure ablaze and normal access to the house blocked by debris and clutter, Firefighter Czora sprang into action. Using a trash can found in a nearby alley, Firefighter Czora was able to get into the building through an upper window. Using a thermal camera he was able to locate a man in a bathtub and pull him to safety. That victim spent quite some time in the ECMC Burn Unit, but has recovered and will help honor firefighter Czora at the Fireman's Ball next month. ECMC will recognize Firefighter Czora's bravery on Saturday at the Heroes Run, Chase and 5 K.

**David Mangus, EMT, Rural Metro Medical Services:** The first line of defense in any emergency medical situation is often times the Emergency Medical Technician. David Mangus is a paramedic who stands out among his peers. As field supervisor, Paramedic Mangus responded with the Wolcottsville Fire Company in late February to an ATV accident. The victim in his 20's had struck a ditch and was sent rolling down an embankment suffering numerous injuries. Dave Mangus helped extricate the young man, and then administered advanced life support at the scene and during the drive to a landing zone. From there, Mercy Flight transported the victim to ECMC where he was admitted to the Neuro Intensive Care Unit. We are happy to say the victim has recovered from his injuries. For his pivotal role as part of this life-saving team, Paramedic David Mangus is our 2013 EMT Honoree.

**ECMC Pastoral Care Department Staff:** When you think ECMC, the first thought that comes to mind is often Trauma Care. By ambulance, by Mercy Flight and by choice...accident and trauma victims come to ECMC for care they can get nowhere else from a team of first rate Doctors, Nurses and Staff. What you may not think of are the people behind the scenes, those in the background who provide support to the victims, their families and even the staff. That's why this year ECMC is honoring our Pastoral Care Department. These men and women are on call 24 hours a day, 7 days a week providing comforting care and prayer for the victims while offering support and a shoulder to lean on for their family and friends. The actions of these heroes speak louder than their soft words.

## **Let's Get Moving**

### ***Educating the Community about Good Health***

The 2013 "Let's Get Moving" Community Health Fair and Educational Symposium, sponsored in part by the ECMC Lifeline Foundation, was held on September 28th, 2013, at the Math, Science, and Technology Preparatory School on Delavan Avenue in Buffalo. Of concern to the partners of this event were the statistical indicators that site Buffalo as having some of the highest chronic disease rates in the State of New York. Of particular note is that the residents of the 14215 zip code area are disproportionately representative of having the highest chronic conditions in the NYS. Goals of the event were to empower individuals through education to take back their health, to take control of their health habits and to improve daily nutritional choices. A plenary session, educational workshops, traditional health fair tabling and nutritional demonstrations were available throughout the day. The keynote speaker at this event was Dr. Michelle S. Davis, Regional Health Administrator, U.S. Department of Health and Human Services (HHS) and the New York Regional Office. Other presenters and speakers included ECMC's own Dr. Yogesh Bakhai, Dr. John Fudyma, Rev. Dr. James A. Lewis III and Paula Quesinberry, RN. Thanks to staff members of the ECMC Nursing Units, Nursing In-service, Terrace View LTC, Clinics including Dental, Dialysis/Kidney and Immunology and Departments/Services, Bio Med, Dietary, Finance and Financial Counseling, Head and Neck, Human Resources, Hyperbaric, Infection Control/Safety, IT, Pharmacy, Plant Operations, Print Shop, Public Relations, Quality/Risk, Radiology, Rehabilitation Medicine, and Surgical Services for making this sixth year another great success.

## **ECMC names Dr. Cummings to lead Behavioral Health**

### ***Clinical psychiatrist at UB to guide consolidated operations***

On August 13, 2013. Erie County Medical Center (ECMC) Corp. announced that **Dr. Michael R. Cummings**, a UB assistant professor of clinical psychiatry, is the interim Executive Director for Behavioral Health Integration at Erie County Medical Center. The new position, for which a national search will be conducted to identify a permanent president, oversees the burgeoning behavioral health, substance abuse and dependency treatment programs at the medical center and its affiliated clinics.

New York's Health Department approved a \$15 million grant in 2012 to help ECMC and Kaleida Health consolidate mental health and drug dependency treatment in one \$25 million Regional Behavioral Health Center of Excellence at ECMC. That building is on the ECMC Health Campus. When that new facility is complete and with the addition of other hospital beds, ECMC will have the second-largest inpatient behavioral health facility in New York State.

The new center is a physician-driven collaboration between ECMC and Kaleida that will create a state-of-the-art, comprehensive psychiatric emergency program and new inpatient facilities to serve mental health and chemically dependent patients in Western New York.

Dr. Cummings reports to the chief operating officer at ECMC and to the UB chair of the Psychiatry Department. Dr. Cummings manages the program's physician leaders; coordinates behavioral health resources with the medical staff; works with private physicians and local agencies and organizations; and oversees the financial, customer relations, strategic planning, performance improvement, human resources, regulatory and accreditation requirements and information management for the department.

“As ECMC moves forward with the Behavioral Health Center of Excellence, an overall strategic leader now guides and will grow this set of services that are so critical to Buffalo and Western New York,” said Cleland. “Dr. Cummings is an ideal choice and I know he takes the challenges of consolidation and improved operations seriously.”

During the summer of 2013, ECMC completed a move of its new downtown dependency treatment clinic, from 1280 Main St. to 1285 Main, along with an expanded program for addiction services. The consolidated model under the Great Lakes Health umbrella combines the resources of the ECMC and Buffalo General behavioral health programs and creates a single, 180-bed inpatient psychiatric program. It also continues ECMC's current 22 detoxification beds and 20 inpatient chemical dependency rehabilitation beds. Hospital officials expect to add dozens of jobs as a result, but do not yet have a final count. The new center also expands ECMC's current emergency behavioral health facilities from 6,500 square feet to 18,000 square feet. The integrated model combines the current outpatient volumes of 44,300 annual visits at ECMC and Kaleida's 68,829 annual visits with services provided onsite at ECMC and at its community-based locations.

In 2013, ECMC had 132 licensed inpatient psychiatric beds with 2,297 discharges in 2011 and 57 inpatient rehabilitation/detoxification beds with 1,621 discharges in 2011. Buffalo General Medical Center had 91 licensed inpatient beds with 2,307 annual discharges.

“Behavioral health in this region is at a significant crossroads and I'm honored to be involved in making sure the systems and clinical solutions we put in place are the absolute best to be found anywhere and will serve our patients well for years to come,” said Dr. Cummings. “Amazing things are happening in this region, but we are an even better community when all people are treated with compassion and respect and they have access to the treatment they need and deserve.”

Dr. Cummings, a native of South Glens Falls, graduated from Cornell University in 1994 with honors and a bachelor's degree in nutritional science. He received his doctorate of medicine from the University at Buffalo in 1998 *cum laude*, and did his residencies in general and child and adolescent psychiatry, completing them in 2004. Board certified in general psychiatry; he has been director of the division of community psychiatry at the UB School of Medicine since 2009. He joined ECMC as director of adolescent psychiatric services in 2002 and was director of inpatient psychiatry there from 2006-08.

### **“Tuesdays at the Terrace”**

***Patients, visitors, and staff enjoyed music in the Terrace View Courtyard.***

*Tuesdays at the Terrace* hit all the right notes this past summer 2013. The ECMC Lifeline Foundation sponsored live music each Tuesday evening at the Terrace View Long-Term Care Facility on the ECMC Medical Campus. The entertainment was a welcome treat for the residents and their families. Musical performance styles included jazz, pop, country and a sing-along.

### **Always popular *Camp 9-1-1* held this summer**

ECMC's *Camp 9-1-1* was held again on two dates in August 2013. Consistently filled to capacity each year, *Camp 9-1-1* is a free safety/awareness program for youth ages 10-13. The four-hour program includes safety/awareness training on seatbelts, bicycle helmets, CPR, fire prevention, and saying "NO" to illicit drugs. *Camp 9-1-1* is a multi-agency collaboration among local experts from University Emergency Medical Services, the New York State Police, FBI, J-Fire, Mercy Flight, ECMC Police Department, and local CPR instructors.

### **Tournament of Life Golf Classic**

The Tournament of Life Golf Classic held during August 2013, proved once again to be one of the premier outings in all of Western New York. Over \$105,000 was raised for the Foundation as 216 golfers teed off in the annual event at Park Country Club. In addition to great golf and food, participants had the option of taking part in the Duffer's Dozen; 12 on course games and raffles with over \$10,000 dollars in prizes given away. Special thanks to all sponsors and volunteers for truly making the event one of the most remarkable of the season.

### **ECMC Summer Youth Program Six Years Strong**

The ECMC Summer Youth Program (SYP) is a four-week comprehensive self-development program for area high school students funded by the ECMC Lifeline Foundation and the City of Buffalo Mayor's Summer Youth Program. The program, held from July 22nd – August 15th, 2013, offered 100 student interns hospital-based career exploration to stimulate interest in employment in health services and to help meet the future need for qualified healthcare personnel. Culminating the program experience was the sixth annual awards ceremony and reception, which was held on August 21st, 2013, at the Math, Science, and Technology Preparatory School on Delavan Avenue. ECMC CEO Jody Lomeo and Yogesh Bakhai, MD, Chief of Service, Psychiatry, ECMC, were the Ceremony program speakers. Nominated by various internship site staff, SYP interns received acknowledgement at the awards ceremony for excellence, leadership, ambition and congeniality.

### **Mobile Mammogram Coach Exams Exceed Expectations**

As of July 18, 2013, more than 1,400 Western New York women, most of whom probably would not have otherwise received breast cancer screenings, had mammograms in the first year of the Mobile Mammography Coach's effort to save lives.

Sponsored by Erie County Medical Center, First Niagara Financial Corp. and the Buffalo Sabres Alumni, the coach deployed two digital mammography units to underserved and under-tested women across Western New York and was dedicated one year ago today.

The service, staffed and operated out of the practice of Vivian L. Lindfield, M.D., in Amherst, completed an average of 13.48 mammograms per day over 105 days. Out of 1,410 exams, 110 women were flagged for more specific secondary exams, and overall, the tests found two positive results.



“This project was always about making a real impact on the lives of women and their families through early detection. We could not be more pleased by the number of women screened and, more importantly, who received care,” said ECMC CEO Jody L. Lomeo. “This is a great example of the power of collaboration in our community and I thank the Buffalo Sabres Alumni, First Niagara, and the board of the ECMC Lifeline Foundation for believing in something greater for the prevention of breast cancer in our community.”

With a combined \$750,000 contribution from First Niagara and the Buffalo Sabres Alumni Association, ECMC managed the Mobile Mammography Coach. The Erie County Medical Center Lifeline Foundation, which contributed to its operation, owns the mobile mammography coach.

“First Niagara is committed to collaborating with our community partners to make a difference in Western New York,” said Elizabeth Gurney, executive director of the First Niagara Foundation. “Our contribution to fund the Mobile Mammography Coach is helping to save lives and enhance access to cancer care for the underserved. This successful partnership with ECMC and the Sabres Alumni enables First Niagara to help women in our community who might never be screened.”

Western New York had the highest rate of new breast cancer in Upstate New York, according to a 2010 report. In addition, Upstate New York had a higher breast cancer death rate per 100,000 women in 2011 at 24.5 per year, than nationally, 24; statewide, 23.7; or in New York City, 23.9, according to Susan G. Komen For the Cure.

Another partner in the effort is the Buffalo/Niagara Witness Project, which assisted in identifying women in the community in need of screening. The project educates participants on early cancer detection through stories told by breast and cervical cancer survivors in churches and community settings.

All women are welcome to have their annual "screening" mammograms on the mobile mammography coach. Any insurance is accepted and help is offered to find coverage eligibility. New York State requires a prescription for a screening mammogram; should a patient need a health-care provider, assistance will be given to help obtain one.

The mobile mammography coach has visited inner-city churches, community centers, health-care facilities, and public events. It has partnerships and has collaborated with local physician groups to be part of a system of care in patient-centered medical homes.

“We are very proud of the breast cancer prevention and education bus and the work that has been accomplished in the past year,” said Cliff Benson, chief development officer of the Buffalo Sabres and president of the Buffalo Sabres Foundation. “This was a significant, challenging project, but the rewards of better health care for this region's women are absolutely worth it. We hope to continue making a difference with the bus in our community for years to come.”

There are only a few dozen such coaches in use in various regions of the country. One of the first started in 2004 in Western Washington. That program added another in 2008 to keep up with demand.

“The mobile mammography initiative coincides with my mission as a physician specializing in breast health to provide quality care and promote lifelong breast health to all women,” said Dr. Lindfield. “It is an opportunity to reach out to women who for a multitude of reasons would not have the benefit of this service.”

The coach also furthers ECMC's commitment to the inner-city neighborhoods around its Health Campus. Although the breast cancer incidence rate is 17 percent lower in African-American women than in white women, the mortality rate among black women is 32 percent higher.

Moreover, the survival rate for breast cancer in African American women is 75 percent, compared with 89 percent among white women. Mammography screening reduces breast cancer mortality by 35 percent to 50 percent, according to the American Cancer Society.

Although 70 percent of white and African American women 40 years and older received mammograms in the last two years, only 54 percent of African American women nationwide reported having a mammogram within the past year in accordance with American Cancer Society guidelines.

### **Three receive Top Honors during ECMC Springfest Gala 2013**

From the moment guests entered the Buffalo Convention Center, they knew May 11, 2013, would be a night to remember. Over 1,400 friends of ECMC came to pay tribute to honorees Dr. Michael Manka; Peggy Cramer, RN, MS; and Douglas H. Baker, and to listen to the award winning music of KC and the Sunshine Band. Springfest Gala 2013 was the largest in the history of the hospital. While the black-tie event offered spectacular dining and entertainment, the spotlight shined brightest on the dinner stage where CEO Jody Lomeo paid tribute to a trio of Distinguished Service Honorees and recognized the commitment of ECMC and its entire staff in providing true care to the community.

**Michael Manka, MD**, currently serves as Chief of Service for the Department of Emergency Medicine at ECMC. He joined the Medical Center as an attending physician in the ER in 1999, upon graduating from the State University of New York (SUNY) at Buffalo, where he served as Chief Resident and later as Clinical Assistant Professor of Emergency Medicine in the Department of Emergency Medicine for SUNY at Buffalo. The ability to help patients from all walks of life regardless of their ability to afford the top notch medical care provided by ECMC is one of the reasons Dr. Manka says he loves working at ECMC. The ability to have a positive impact on a patient's life, even in their darkness moments is one of the reasons Dr. Manka gains such a sense of accomplishment as an emergency physician. His years in the ER have taught him not to take a minute of life for granted. Dr. Manka says he has seen too many times how a life is changed forever in just one second. A humble man, Dr. Manka credits the team at ECMC involved in trauma care—from the doctors and nurses to technicians and support staff—for his success. Everyone, he says, plays a role in the successful outcomes achieved by the ER team. It's that team who Dr. Manka says he shares this honor with. Dr. Manka has received numerous teaching awards for his work with medical students and residents training in the field of emergency medicine and remains an important part of the University at Buffalo staff. Always available to support and lead his team at ECMC and UB, Dr. Manka credits his wife and children for giving him the love and support he needs to be the physician, administrator and teacher that he is today. Congratulations to Dr. Michael Manka, ECMC's 2013 Distinguished Physician Honoree.

**Peggy Cramer, RN, MS**, Vice President of Trauma and Emergency Services at ECMC, was born to be a trauma nurse. As a high school student she volunteered as a Candy Striper at South Buffalo Mercy Hospital where she assisted with pediatric accident victims. Cramer went on to earn her certification in nursing from the Buffalo General School of Nursing and began her career at the then E.J. Meyer Memorial Hospital in the area's one and only trauma unit. A year later, when the new ECMC opened and the trauma department expanded, Peggy chose to remain in the Trauma Intensive Care Unit (TICU). It is there where she would work with two people who would come to have a great impact on her professional life; Dr. John Border and Patricia Losi, RN. Losi, a pioneer in trauma nursing, would become a mentor to the young nurse, further fueling the passion inside Peggy to make a difference for not only the trauma patient but for the overall operation of the trauma unit. While charge nurse, Peggy recognized the need for a more unified operation between shifts and made the case to management to create a new position, Unit Manager. After completing her Bachelor's Degree at UB, Peggy would become the first person to hold that job; overseeing the TICU and giving her a prominent role in the redesign of the unit in 1998. A promotion to Assistant Director of Nursing for Critical Care would come before ascending to her current role as Vice President of Trauma and Emergency Services at ECMC. Proud of her tenure at ECMC and prouder of the treatment her team provides to trauma victims, Peggy Cramer is the definition of the difference between healthcare and true care. Congratulations to Peggy Cramer on this much deserved honor as the ECMC 2013 Distinguished Nursing recipient.

**Douglas H. Baker**, President and Founder of Mercy Flight Inc., is Buffalo born and raised and has dedicated his life to giving back to his community. While a student at Bennett High School, Baker took a part time job with a private ambulance service to help his family through a financially difficult period. He saved everything he could, investing in his first ambulance at the age of 19. Working seven days a week, Baker grew that service with a single medical transport vehicle into LaSalle Ambulance with 500 employees and 85 vehicles. Baker is blessed with business savvy, but that is only a tiny part of who he is. At the heart of everything Doug Baker does is his passion to help people. And for Doug, the ride to the hospital from rural areas in one of his ambulances, particularly for critically ill infants and children was just too long. Baker looked upward for answers and found one—an airborne ambulance. In 1981, Mercy Flight was born with the help and guidance of his good friend Sister Sheila Marie, RSM, who was then serving as CEO of Mercy Hospital. Its original mission as a transport for children was quickly expanded. Within a year of its inception, the chopper was landing at accident scenes, taking victims right from the site of the crash to the hospital. From a single chopper, Doug and his team grew Mercy Flight to an operation with bases in Buffalo, Batavia and Olean. All are staffed 24 hours a day, seven days a week with a pilot, paramedic and flight nurse. The only thing that will keep Mercy Flight grounded is weather. Today the nonprofit is guided with the help of more than a dozen board members. It boasts over 1,200 transports annually and has made a huge impact on outcomes for critically ill and injured patients. Operating as a non-profit agency, Mercy Flight has never been about the money for Doug Baker. It's about filling a need, providing a service, doing what's right to help someone even when you know there will be no financial gain. The gain comes to Doug Baker when someone one of his crews transported in critical condition from an accident scene to a hospital walks into his office weeks later and simply says thank you. Congratulations to Doug Baker, ECMC's 2013 Distinguished Service Honoree.

## **ECMC Motorcycle “Dice Run”**

The 1<sup>st</sup> Annual Red Knights 21 Motorcycle Dice Run, raising \$2,225 to benefit the ECMC Trauma ICU, rolled out on Memorial Day Weekend 2013. The inaugural run took over 130 riders from the hospital on a scenic ride through WNY before ending up at the Ebenezer Ale House in West Seneca where food, raffles and music all made for a fun end to the day. Registered Nurse Dennis Robinson of the Red Knights orchestrated the event with the help of RN Linda Schwab and a team of nurses from the Trauma Unit. ECMC Police Officer Mike Ernst arranged for a police escort for the run. Money raised went to support the ECMC Trauma Intensive Care Unit.

## **ECMC Farmers' Market**

The ECMC Lifeline Foundations presented, in 2013, the fourth year of the Farmers' Market at Grider. A variety of different vendors, food trucks, give-a-ways, and activities are provided each week. Free Plant Day designed to teach the community about urban gardening and healthy eating was featured as the opening day giveaway. The *Farmers' Market at Grider* offers seasonal and fresh produce from local farmers. The Market's mission is to provide a neighborhood-based place that offers a variety of approaches to healthy living to improve the health of residents of the Delavan-Grider and ECMC community.

## **Unyts teams up with ECMC to celebrate Donate Life Month**

The Regional Center of Excellence for Transplantation & Kidney Care at ECMC is a state-of-the-art facility dedicated to complete patient care. Unyts is WNY's ONLY organ, eye, tissue and community blood center. Together, Unyts and ECMC teamed up to celebrate April 2013, as "Donate Life" month.

On New Year's Day, when everyone was huddled around the television watching the Rose Bowl Parade, WNY native Amy Nash was featured, riding on the "Donate Life" float, in Pasadena, California. Amy represented Unyts, WNY's only organ, eye, tissue and community blood center. Amy is a double kidney recipient, diagnosed with End Stage Renal Disease during her senior year at The University at Buffalo. She received her first transplant at age 23 from a 20 year old organ donor killed in a car accident. Years later, Amy was once again placed on the transplant list after her renal function fell below 20%. This time, an old childhood friend was a match. Amy was invited to Washington, D.C., to speak with Congressional staffers in an effort to ensure passage of the 2008 Medicare Health Act. Amy speaks to groups all over WNY, about the importance of organ donation. Recently, Amy came to ECMC to meet and speak with transplant patients prior to their surgeries to answer questions and offer encouragement.

## **State approves ECMC Out-Patient Office Move**

### ***Health Campus approved to build out two new floors in Transplant Center***

On April 10, 2013, Erie County Medical Center announced it received state Health Department approval for a \$6.4 million project to move outpatient services from the main hospital building into the adjacent Ambulatory Center building.

State officials notified ECMC last week of contingent approval to relocate the outpatient physician services to the medical office building that opened last year on ECMC's Health Campus.

Programs involved are for head and neck care, oncology, primary care, internal medicine, nephrology, plastic and reconstructive surgery, endocrinology and urology.

ECMC Chief Operating Officer Richard Cleland explained that the move allows for newer, improved space for areas of care that ECMC added in the last 24 months.

"As ECMC grows and evolves into new areas of surgical and medical care, we have developed new, comfortable space for doctors, staff and patients," said ECMC CEO Jody L. Lomeo. "As the community has seen, with opening of Terrace View Long Term Care Facility, the transplant center of excellence and the behavioral health center, ECMC is growing and changing to serve patients better and more efficiently."

## **ECMC Opens Special Unit Designed to Reduce Patient Stays**

*Transitional care demonstration project for Medicare patients is first in WNY*

On March 27, 2013, Erie County Medical Center (ECMC) Corp. opened the region's first Transitional Care Unit, which is designed to reduce the number of days Medicare patients remain in the hospital, while still maintaining care levels. Also eligible for the unit are patients with complex conditions and/or those requiring costly care; or, patients who will be discharged to home within a few days.

A Transitional Care Unit - a less-costly and reimbursable service - is set up to reduce the number of days spent in the hospital's medical/surgical care areas by Medicare patients whose hospital stays exceed the necessary time periods covered by appropriate reimbursement rates.

Patients who will receive care in the TCU, which at ECMC is described by the state as a “demonstration project,” are medically stable and have clear prognoses, but are still quite ill. The hospital estimates about 400 patients will use the 19-bed TCU in 12 months. Another advantage of the unit is that specific rehabilitation can begin when a patient arrives in the 6<sup>th</sup> floor facility.

“The main purpose of the unit is better care for our patients,” said Jody L. Lomeo, ECMC's CEO. “The TCU is a unique care model that continues to make ECMC an innovator in Western New York.”

The New York State Department of Health approved the unit in September 2011, pending submission of final construction plans.

“The fact that the Department of Health approved this project validates the quality of our proposal and that establishing a Transitional Care Unit ‘demonstration project’ sets a more appropriate standard for care of this patient population across the state,” explained Richard Cleland, ECMC's chief operating officer.

The closest similar units are in Binghamton, Champlain and on Long Island.

On an average day at ECMC, 24 medical-surgical beds are occupied by some patients for whom Medicare eligibility is exhausted. The medical center should discharge these patients more expeditiously, typically to Medicare Skilled Nursing Facility beds, for which Medicare would pay for extended convalescence.

However, a sufficient number of Medicare SNF beds are not available in Western New York. Patients in ECMC's TCU will not be accepted from outside the hospital. The TCU will meet some of the need for additional beds, providing a unit that will administer the appropriate level of care that is also Medicare-reimbursable. The TCU will appropriately be used to provide care for the most complex and costly patient conditions, while freeing ECMC's medical-surgical beds for patients requiring necessary medical-surgical care.

## **Arnold P. Gold Foundation recognizes ECMC’s Dr. Neil Dashkoff with “Gold DOC” Award**

On March 12, 2013, The Erie County Medical Center (ECMC) Corporation announced that it received notification from the Arnold P. Gold Foundation that ECMC Cardiac Catheterization Director Neil Dashkoff, MD, is being recognized by the Foundation with a "Gold DOC" award.

Promoting the vital importance of humanistic medical practice is central to the mission of the Gold Foundation. The Gold Foundation guides patients and their caregivers to seek, and be able to identify, exemplars of compassionate care as well as clinical excellence.

The humanistic doctor (Gold DOC) demonstrates a variety of attributes including: integrity, excellence, compassion, altruism, respect, empathy and service. When practiced, humanism in medicine fosters relationships with patients and other caregivers that are compassionate and empathic. It also describes attitudes and behaviors that are sensitive to the values, autonomy, cultural and ethnic backgrounds of others.

### **Kaleida Health, ECMC announce Cardiac Integration**

On February 25, 2013, the Kaleida Health System and the Erie County Medical Center (ECMC) Corporation announced the integration of cardiac services. All heart surgery, angioplasty and heart attack care now takes place at the Gates Vascular Institute.

This is the third major initiative between Kaleida Health and ECMC and creates the region's center of excellence for heart care.

“Western New York has a very high rate of cardiovascular disease and stroke, essentially the same disease process in different areas of the human body,” said L. Nelson Hopkins, President of the Gates Vascular Institute. “The Gates Vascular Institute is the only center in the country where all of the physicians and scientists focused on vascular diseases such as heart attack and stroke, work side by side because of the unique building design. This partnership with ECMC gives us a chance to better serve our community in this new, exciting and award winning facility.”

The integration brings ECMC patients to the expertise of the Gates Vascular Institute. The ECMC campus will continue to have on-site cardiology medicine services, diagnostic catheterization, and thoracic services for trauma patients.

Opened in March of 2012, the Gates Vascular Institute is a team of researchers, surgeons, physicians, and other clinicians devoted to the study, treatment, and prevention of cardiac, stroke, and vascular diseases. ECMC, a strong proponent of the institute, made a \$20 million investment in the facility and has worked since its inception to integrate ECMC cardiac services in the new facility.

Kaleida Health and ECMC's combined cardiac program account for 8,000 catheterization procedures and nearly 1,000 heart surgeries each year in Western New York.

Kaleida Health's cardiac program has been rated in the top 10 percent for heart surgery and among the top 5% in the nation for coronary angioplasty. In addition, the program has been named a BlueCross BlueShield “distinction center” for cardiac care in Western New York and has received a Health Grades Five Star award, the United Healthcare Cardiac Center of Excellence award and the Premier award for Quality for Coronary Artery Bypass Surgery.

ECMC is an accredited Chest Pain Center and has received numerous gold awards from the American Heart Association for its quality of care and response time for emergency angioplasty. ECMC also continues to have some of the best Trauma survival statistics in New York State.

“The integration of ECMC cardiac services with the Gates Vascular Institute to create one program at both sites continues our goal to provide quality care for patients, support for the region's trauma center, and further enhance the clinical expertise at the Gates Vascular Institute,” said Jody Lomeo, CEO of ECMC. “Working with Kaleida Health, we continue to see true results of collaboration as we improve healthcare for our entire community.”

The Gates Vascular Institute brings together Kaleida Health physicians and University at Buffalo (UB) researchers in a collaborative effort to deliver state-of-the-art clinical care, produce major breakthroughs on the causes and treatment of vascular disease and spin-off new biotechnology businesses and jobs. It features four floors that are dedicated to the surgical and interventional management of cardiac, vascular and neurological conditions, as well as a 16-bed highly specialized intensive care unit, and a 62-bed short-stay suite. The combined buildings of the Gates Vascular Institute and neighboring Buffalo General Medical Center (BGMC), house 548 inpatient beds, 30 operating rooms, 17 interventional labs, four CT scanners and four MRIs.

The new Buffalo General Medical Center emergency department is located on the ground floor of the Gates Vascular Institute building, is the largest in Western New York and can accommodate more than 60,000 patient visits annually. In addition to medical ground transportation to the emergency department, Buffalo General can now accommodate patients with life threatening emergencies via medical helicopter, with 24/7 immediate access to an intervention or surgery.

This consolidation represents the third major initiative between the two organizations to consolidate services, under the Great Lakes Health System of Western New York. The first created the Regional Center of Excellence for Transplantation & Kidney Care on the ECMC Health Campus, and the second is the Regional Behavioral Health Care Center of Excellence.

### **Outpatient Dialysis Scores Big after CMS Survey!**

Shortly after celebrating the one year anniversary of operations, the ECMC Outpatient Dialysis Unit underwent a surprise Department of Health (DOH) survey conducted on behalf of the Centers for Medicare & Medicaid Services (CMS). The multi-day survey assessed all aspects of the operations of this unit which is one of the cornerstones of the Regional Center of Excellence for Transplantation and Kidney Care at ECMC.

The survey, conducted the first week of February 2013, tested all of the unit's operating systems, policies and procedures, staff and provider competencies and overall operational readiness. What was clear from the beginning of the surprise survey, and will not surprise any ECMC employee, was the phenomenal team that pulled together and worked through the various details to successfully navigate the survey. First and foremost, the staff of the dialysis unit deserves tremendous "job well done" recognition. This includes the Nursing Staff, Clerical Staff, Social Workers and Nutritionists, as well as Bio-medical and Environmental Service Staff. Without their positive approach and attitude, the results would have been much different. Congratulations also go out to the representatives from the various departments who stepped in to provide the answers to the supporting survey questions. These staff members came from ECMC Corp. Senior Administration, Patient Safety and Quality, Physician leadership (Dr. Mandip Panesar, Medical Director) and unit leadership (Dawn Walters and Pat Cole). It was a true team approach that navigated the survey while continuing to provide full patient care.

So how were the results? Phenomenal! There were five relatively minor findings from the survey. The Plan of Correction was completed right away and submitted back for review. The team was recognized for their hard work and outstanding success with a celebratory Mexican-themed taco bar luncheon and ice cream dessert. What made this success even sweeter was the fact that this unit has undergone significant changes in the past year. Just over a year ago, the unit made the major transition by moving from the hospital to the new Ambulatory Center building. The Outpatient Dialysis Center went from 14 chairs to 36 operating chairs for treatments. This required detailed planning and integration of policies and procedures into the new operation. Finally, in October of 2012, the unit went live with the brand-new electronic medical record, MIQS. This required major revisions to work plans and work flows. The dialysis staff has had an extremely busy year capped off by independent verification that they are indeed providing the best dialysis care as a team.

## **U.S. News names ECMC Dr. Loree a highly rated Top American Doctor in Plastic and Reconstructive Surgery**

U.S. News recently published its list of Top Docs and selected **Thom R. Loree, MD**, as a highly rated American Top Doc in plastic and reconstructive surgery. There are 865 top plastic surgeons on the list of U.S. News Top Doctors. These physicians were selected based on a peer nomination process. Within this list of the best plastic surgeons, 193 have been named to a highly selective list of America's Top Doctors (ATD)—including Dr. Loree—by achieving national recognition for outstanding work. Dr. Loree is currently the Director of the Department of Head & Neck, and Plastic & Reconstructive Surgery at ECMC. At ECMC, nationally renowned plastic and reconstructive surgeons perform a variety of procedures to treat abnormalities and conditions of the head and neck, breast, and other body regions.

Before joining ECMC as the Director of the department, Dr. Loree received his doctorate of medicine from George Washington University, and general and plastic surgery training from St. Luke's-Roosevelt Hospital Center in New York City. He continued to expand his expertise as a head and neck surgeon and oncology fellow with Memorial Sloan-Kettering Cancer Center in New York, and as an attending physician at Roswell Park Cancer Institute for nearly 20 years. During the last 12 years of his Roswell Park tenure, he was Chairman of the Department of Head & Neck/Plastic & Reconstructive Surgery. Dr. Loree currently holds an appointment as an Associate Professor of Surgery for the University at Buffalo, State University of New York, where he continues to conduct research and publish extensively. Dr. Loree specializes in larynx (throat) cancer, microvascular reconstruction, oral (mouth) cancer, plastic & reconstructive surgery, sinus cancer, skull base surgery, thyroid and parathyroid gland, and breast reconstruction.

## **ECMC Lifeline Foundation Elected New Slate of Directors**

The ECMC Lifeline Foundation elected new Board of Director Officers and nine new Directors on January 31<sup>st</sup>, 2013. **Robert P. Holliday**, Vice President and General Manager of AT&T, was named Chair of the Board; a position he will hold for the next 3 years. **Jonathan Dandes**, President of Rich Baseball Operations; **Patrick Casilio, Jr.**, CEO of Casilio Companies; **James F. Dentinger**, President McGuire Development Co., LLC; **Penny J. Morgante**, VP and Sr. Compliance Manager First Niagara Bank; **James J. O'Neill**, President, James J. O'Neill Investigations; and **Michael C. Straeck**, President & CEO, Buffalo Ultrasound, were named Vice-Chairs of the Foundation. Serving as Co-Treasurers of the Lifeline Board are **David R. DiMatteo**, CPA, with Brock, Schechter & Polakoff, LLP; and **Shawn P. Connolly**, CFP, with Jensen Marks Langer & Vance, LLC. Secretary for the Foundation is **Mark R. Zygaj**, Chief Operating Officer of Palladian Health. **Todd Brason**, Past-Chair & President CEO, WILLCARE, serves as Ex-Officio.

Joining the Lifeline Board as new Directors in 2013 are: Elder Garney Davis, Chief Trauma Chaplain at ECMC; Joshua A. Feine, Senior Manager of Corporate Sales with the Buffalo Bills; Mark J. Jerge, Partner and GM of Russell J. Salvatore Properties LLC; Kathryn Lisandrelli, Attorney at Colucci & Gallaher; Dennis Robison, RN, ECMC; William J. Scott Jr., President at Scott Danahy Naylor Co., Inc.; Kimberly Trammell, Trammell Companies and Jeffrey P. Ware, Business Development at EDUKIDS, Inc.

Continuing in their roles as directors through 2013 are: Stephen W. Bell, Eric Mower & Associates; Norma E. Boteler, ECMC Volunteer Board; Aiden J. Bradley; Michael Cain, MD, Dean, UB School of Medicine; Timothy DeZastro, MD, Saturn Radiology; John R. Fudyma, Associate Medical Director at ECMC; Michael Hoffert, City of Buffalo; Joan F. Lillis, RN; Jody Lomeo, CEO of ECMC Corp.; Brian Murray, MD, Chief Medical Officer at ECMC Corp.; Michael J. Sammarco, CFO at ECMC Corp.; Ric Seiling, Buffalo Sabres Alumni/OK Sports; and Joseph A. Zizzi Sr., MD.



## **Immunodeficiency Clinic earns NYS Department of Health Award**

On January 30, 2013, ECMC announced that the Immunodeficiency Services Department at ECMC won the 2012 New York State Department of Health AIDS Institute Award for Excellence in Quality Performance. The award recognizes a clinic that achieves and sustains measurably high quality care. The immunodeficiency clinic received the award for demonstrating sustained improvement for patient retention and viral load suppression, as well as improving linkages to care as shown through its participation in NY Links and the In+ Care Campaign.

"The award is a result of the combined efforts of the clinic's physicians, nurses, social workers, pharmacists and others," emphasized Thomas A. Russo, MD, Professor and Chief of the Infections Disease Department of Medicine, S.U.N.Y. at Buffalo. "It is truly a team award."

The clinic, staffed in part by division faculty, is the largest and only comprehensive HIV and AIDS care center in Western New York. Physicians in the infectious diseases fellowship train at the facility during ambulatory rotations.

The award is one of several given by the HIV Quality of Care Program, a statewide initiative for systematically monitoring the quality of HIV medical care and support services. It was presented March 14<sup>th</sup>, 2013, in New York City.

## **NYSERDA Announces \$1.4 Million in Energy Efficiency Funding for Erie County Medical Center Corp.**

The New York State Energy Research and Development Authority (NYSERDA) announced, during 2013, that the Erie County Medical Center (ECMC) Corporation was awarded \$1.4 million to support two energy efficiency projects that are projected to cut electricity costs by roughly \$680,000 annually.

One project is for upgrades to the central cooling plant at the Medical Center, including chiller and cooling tower replacements. Total local investment is approximately \$6 million. NYSERDA is providing almost \$1.2 million for the upgrades as well as cost-sharing for a feasibility study, conducted by M/E Engineering P.C., which helped the Medical Center optimize its energy efficiency investments. This project is estimated to save the Medical Center more than 5 million kilowatt hours (kWh) of electricity annually, enough to power more than 720 average-sized homes for a year.

The second project includes measures to save energy at ECMC Corp.'s Terrace View Long-term Care Facility, a 300,000-square-foot, five-story building—opened February 2013, on the 65-acre ECMC Health Campus in Buffalo—that includes patient rooms, eating and leisure areas, and professional and administrative areas. The NYSERDA incentive is \$220,000. The measures incorporated into the new building will help reduce energy costs by more than \$250,000 annually and decrease electricity consumption by more than 1.5 million kilowatt hours; enough to power more than 200 homes a year.

"ECMC is very fortunate to have partnered with NYSERDA in the endeavor to improve our Chilled Water Plant," stated Kevin M. Madoo, P.E., Supervisor of Design, ECMC Corp. "NYSERDA's assistance allowed us to install start-of-the-art, low energy consuming equipment while implementing cost effective energy conservation strategies for controlling that equipment. This project not only augments the capacity and quality of our chilled water operations, but also allows for exceptionally efficient operations that ultimately will save energy and utility costs. We look forward to working with NYSERDA again on future projects here for ECMC."

“These projects demonstrate the wide range of programs available from NYSERDA to enable hospitals to put more resources into patient care as they reduce energy costs,” said Francis J. Murray Jr., President and CEO of NYSERDA. “Under Governor Cuomo’s leadership, support for the Erie County Medical Center Corporation projects is part of a larger effort to improve the efficiency and profitability of this critical economic sector of New York State’s economy.”

Kenneth J. Swan, Manager of Commissioning and LEED Services at M/E Engineering P.C., said, “NYSERDA's support for these projects allows ECMC Corporation to install equipment that is purchased initially at a premium cost compared to conventional equipment, but will generate significant operational and maintenance savings for years to come.”

The central cooling plant upgrades provide a state-of-the-art chiller plant that not only serves the existing Medical Center, but also the new construction at the campus. The chilled water distribution system upgrades will optimize the operation of the plant, according to Swan, varying the flow of chilled water being pumped based on seasonal temperature, humidity conditions and internal building loads. Key energy conservation measures incorporated into the Terrace View Long-term Care Facility include energy efficient lighting systems, a variable air volume kitchen exhaust system, high-efficiency valance heating and cooling systems, premium efficiency motors and variable frequency drives on circulating pumps and fans, and demand controlled ventilation for densely occupied areas. NYSERDA also provided incentives for ENERGY STAR® rated refrigeration and kitchen equipment, including ranges, steamers and ovens. Funding for the central cooling plant upgrade and Long-term Care Facility energy efficiency projects is from NYSERDA’s FlexTech, Existing Facilities and New Construction programs.

### **ECMC Foundation Professional Development Program to Support ECMC Nurses Expands**

The ECMC Lifeline Foundation pilot program to support nurses wishing to receive certification credentials in various areas of specialty was expanded in 2013, according to Professional Development Committee Chair, Michael Straeck of the ECMC Lifeline Foundation Board. The pilot program initiated the previous year provided \$10,000 to support continuing education. Straeck noted the Foundation Board agreed to increase available funding to \$25,000 in 2013. Twenty nurses applied and were approved to sit for an exam and receive reimbursement funding following successful completion; by year end 2013, eight nurses had successfully received their credentials and had their expenses reimbursed by the Lifeline Foundation. Congratulations to: Lynn Kordasiewicz, Therese Ball and David Diina receiving certification in Adult Nurse Practitioner; Rebecca Lippner, certification in Nephrology; Maria Pinti and Gabriella Ciancone, Infection Control ,Rochelle Winney, RAC-CT Resident Assessment Coordinator and Andrew Grzeskowiak Certified Diabetic Educator. The goal of the ECMC Lifeline Foundation Scholarship Program is to increase the number of credentialed personnel at ECMC, thereby contributing to excellence in patient care and satisfaction.

### **ECMC Employee of the Year 2013**

**Susan Sponholz, RN**, was named ECMC Employee of the Year 2013. The previous year, Sue was named the August Nurse of the Month. Sue Sponholz, who is currently an Employee Health Nurse in Personnel Health, comes from a family of nurses. Sue's mother was a nurse at the Erie County Home and her sister is a nurse. She graduated from high school as a Licensed Practical Nurse with the assistance of BOCES and continued her education at Genesee Community College where she received her Registered Nursing degree. Sue's career at ECMC began in 1978, shortly after the hospital opened in its new/current building as Erie County Medical Center. Sue worked as a nurse on the 10th floor, which, at that time, was Dental/Oral Surgery/E.N.T. She then moved to Ambulatory Care/Specialty Clinics and was promoted to Charge Nurse and then promoted again in Quality Assurance (QA). Sue and her husband Craig are both members of the Crittenden Fire Company where Sue is secretary and on the Emergency Medical Services team. In her spare time, Sue performs physicals for Volunteer Firemen. She says she is not even looking forward to retirement because she loves her job so much. Thanks to Sue Sponholz her dedicated service to ECMC patients and staff members and congratulations on this well-deserved recognition and award.

### **ECMC Nurses of the Year 2013**

**Sonja Melvin, RN, BSN**, was nominated for the 2013 Nurse of Distinction Award. This annual award recognizes and commends significant achievement of a person within the nursing department. Nominated by several individuals at ECMC, Sonja's hard work has not gone unnoticed.

The Nurse of Distinction Award is given to a nurse who participates in activities that foster the enhancement of nursing, and also someone who shows a certain type of leadership within the field, which will inspire other nurses to improve and assist in this development as well.

Sonja's position as Nurse Manager of the 12<sup>th</sup> Floor, Zone 3 allows her to demonstrate "true heart" for her patients. This specific zone houses chronic and weaning ventilated patients, cardiac drip, stroke and other medical patients. She has led her unit in becoming a Transforming Care at the Bedside (TCAB) unit. TCAB is a prestigious national program that only a small handful of hospitals were selected to participate in through a national grant from the Robert Wood Johnson Foundation. Although the TCAB unit is staff-driven, Sonja is a supportive nurse manager who works to facilitate advanced level problem solving and resource allocation to achieve improvements in care. Sonja also serves on a number of committees dedicated to improving the delivery of patient care such as Nursing Quality Improvement and Nursing Standards. She brings information back to the staff so they can drive practice improvements forward using a shared governance model through TCAB. She helped to build a team that was able to make dramatic positive impacts on patient care, nurse satisfaction, and fiscal responsibility. As well as caring for her patients, Sonja actively seeks to foster and develop staff to achieve their maximum potential. Sonja has been able to help the staff "hardwire" the Plan-Do-Study-Act (PDSA) initiative. This is a creative approach designed to quickly evaluate challenges faced on the unit, and find solutions for the particular challenge. Her unit was so successful that they were given the opportunity to present to the entire Management Council and the Board of Directors for ECMC. In addition, Sonja has managed a number of staff members, many of whom continued with their training to take advanced level positions within the hospital.

To demonstrate her excellent leadership skills, Sonja Melvin works to provide an atmosphere promoting respect for individuals, patients, and nurses. According to several co-workers, she epitomizes what nursing leadership is all about. She maintains high expectations of herself, her staff, physicians, medical students, ancillary staff, administration, and all other disciplines that ensure patients receive the best possible care. She supports the continued professional development of her nursing staff. Continuing education is a high priority and Sonja ensures staff members have schedules that accommodate their higher learning needs.

The 12th floor, Zone 3 also serves as a Dedicated Education Unit (DEU) fostering further professional nursing development in affiliation with local colleges such as D'Youville College and the University at Buffalo School of Nursing.

Sonja is a member of the New York State Nurses Association and Sigma Theta Tau International Nursing Honor Society. In addition, she is actively involved in a number of community and civic organizations. She serves as a Board Member and Chief Financial Officer for the Buffalo Chapter Coalition of Black Trade Unionists (CBTU). She was Treasurer for the CBTU Buffalo Niagara Mentorship Program, Inc. She is a member of Second Baptist Church in Lackawanna. She is the Vice President of the Nurses Ministry and a member of the Food Pantry Ministry.

Sonja Melvin portrays a wonderful image of professional nursing at ECMC and in the community at large. Sonja acts as a mentor and coach to her staff. Her strong faith and moral compass serve as a guiding light, shining through in her daily work habits and ethics.

**Daniel McCartan, RN, MS, CNS**, was nominated for the 2013 Outstanding Staff Nurse Award. Each year, this award recognizes a staff nurse for exhibiting exceptional nursing practices and excelling in patient care, as well as with families and fellow staff. Demonstrating great leadership skills is one of the reasons Daniel McCartan was recognized by his coworkers and nominated for this award. Dan McCartan has been ECMC's Emergency Preparedness Coordinator, as well as the Regional Hospital Emergency Coordinator for the eight Counties of Western New York.

He has excelled in educating facilities on preparedness measures and providing readiness planning based on an all-hazards approach. Daniel has played an instrumental role during Hazmat events, providing patients with exceptional care and emotional support to both patients and peers. Dan led ECMC in hospital and regional emergency preparedness drill planning and implementation, which assists all disciplines of emergency responders in their interventions in potential future crisis management.

Participating in staff, or patient and family education, is an integral part of nursing. Dan teaches courses on various potential emergent situations and assists regional partners in meeting requirements of various regulatory agencies. Dan provided training on decontamination of patients with an advanced understanding of clinical issues to develop decontamination teams in facilities across WNY. In September 2012, Dan was the Operations Chief for the week-long Fleet Week activities in Buffalo. He demonstrated the ability to multi-task, which is a talent that Nurses must master, to coordinate multiple agencies for planning and promotion of safety for the community. In the wake of several challenging experiences and tragedies this year, Daniel has assisted in guiding the ECMC family through stressful events.

To award his distinguished leadership skills, Daniel was recently nominated by Governor Cuomo to serve on the NYS READY Commission after storm Sandy, to minimize damage after future emergencies occurring in New York State. Having skills in nursing, Dan is a leader for Emergency Preparedness in the area and substantially improved and advanced regional preparedness due to his clinical expertise, as well as his management skills.

Daniel shows continued pursuit of professional growth and development through his involvement in several activities outside of the workplace. He was featured on NPR-WBLO in January, where he discussed his role in the NYS Readiness Commission. Dan is frequently asked to share his ideas and experiences at various conferences. At a National Emergency Preparedness Conference in Colorado, Dan presented an article he co-authored on Mass Fatality response management. His experience and involvement in the Emergency Response efforts of the Flight 3407 tragedy, where a plane crashed in Clarence, NY, helped give him insight for writing the article. Dan is also Deputy Disaster Coordinator, allowing him to improve the community of West Seneca. In addition to this role, he serves as a role model for youth by being involved with the Boy Scouts of America for over 40 years.

### **ECMC Volunteer of the Year 2013**

**Patricia Carter** is the 2013 Volunteer of the Year. Pat has been a member of the ECMC Volunteer Board since 2009. Prior to that, she worked at ECMC as a Licensed Practical Nurse in the clinics. She is an active volunteer who averages over 300 volunteer hours in a calendar year and is always willing to help. She also volunteers at the SPCA. The previous year, Pat received a Volunteer of the Month award. Currently, Pat works in the Gift Shop, manages a coffee cart on Tuesday mornings, helps with book and flower sales, and is Chairperson of the Valentine's Day candy sale. Pat is also active during Board meetings, helping plan the menu for their monthly meeting, which is no easy task. In addition, Pat found time to make phone calls, volunteer at the 2013 Broadway market sale, and help in the Volunteer Office. Always a very thankful and gracious woman, Pat Carter is much deserving of the Volunteer of the Year Award.

### **The DAISY Award for Extraordinary Nurses**

Erie County Medical Center participates in a nursing recognition program called The DAISY Award for Extraordinary Nurses.

**Kristen Nizzaro, RN, BSN**, is a recipient of the DAISY Award. Kristen demonstrates professionalism in the work environment. Her job performance exemplifies the mission, vision, and value of ECMC. She collaborates with the healthcare team to meet patient needs. She uses critical thinking skills in the delivery of extraordinary patient care. She demonstrates excellent interpersonal skills with peers and co-workers. She models empathy and demonstrates a caring attitude in all situations. She is also an excellent educator of patients and their families. She consistently focuses on meeting patient and patient family goals. She is always cool under pressure; her calming presence keeps critical situations running smoothly and efficiently. Kristen advanced her knowledge in nursing, having returned to school to obtain her Bachelor of Science in Nursing. She continues to broaden her horizons with the intent to gain as much knowledge as possible. Kristen is a team worker, always seeking out her co-workers to ask if they need help or if there is anything else she can do. ECMC is appreciative of all Kristen does for families, patients and staff. She is "a piece of the heart and soul" of the wonderful staff in the Medical Intensive Care Unit (MICU).

**Laura Senchoway, RN**, is a recipient of a DAISY Award. In honor of this achievement, Laura received a sculpture for the award, presented to her at the School of Nursing pinning ceremony. The ceremony was held in mid-May 2013. This special award was established by the DAISY Foundation, which works to eliminate immune system diseases, and was created by the parents of J. Patrick Barnes, a man who experienced impressive care from wonderful nurses. Laura was nominated for this national award program for her outstanding work as a nurse. Patients and families greatly appreciate all she has done for them. Congratulations to Laura Senchoway.

**Gloria Adams, RN**, was nominated for the Daisy Award by a family member in the TICU (Trauma Intensive Care Unit). The family felt Gloria should receive this award because, “She is an amazing, compassionate, warm-hearted woman who made our traumatic times at ECMC better than imagined. Gloria set our family at ease and assured us that our mother was in the best hands. She went above and beyond for our family, making each of us feel as if she were a part of the family, caring for our mother. She is truly an angel who deserves to be recognized.”

### **Pharmacist Candace Long selected for Technician Award**

**Candace Long, R.Ph.**, was selected for the annual Technician Award by the Western NY Society of Health-System Pharmacists. The Technician Award is presented to a deserving member of the Western New York Society of Health-System Pharmacists based on the following criteria statement: “The individual selected for this award will be a pharmacy technician who has been recognized by his or her peers as exhibiting dedication to their essential support personnel role within a health-system pharmacy department within the previous 18 months.” Candace is an outstanding choice for this award and she exemplifies the sort of dedication and team work required to provide exceptional service to the department, the organization and our patients.

### **Shreen Beshures is Inpatient Preceptor of the Year**

**Shreen Beshures**, Pharmacy Consultant, Terrace View Long-Term Care Facility, was named Inpatient Preceptor of the Year for the University at Buffalo School of Pharmacy. Shreen takes pride in teaching students. She challenges her students and has them do projects to benefit the facility that otherwise would not have been able to be done. Through acting as a mentor, this award motivates her to remain up to date on current therapies.

### **ECMC Hospital Police Department Graduates Largest Class**

The ECMC Hospital Police Department's (HPD) class of 2013 is also the largest. These recruits have undergone over 400 hours of Police instruction and field training, which far exceeds New York State requirements. The ECMC HPD is one of the highest trained and most progressive Hospital Police Departments in New York State. In keeping with ECMC's core values and the expectation of excellence, the HPD continues to strive to be the best.

### **Japanese Clinicians Visit/Tour ECMC**

Visitors from the University at Buffalo toured ECMC's Rehab Services, stopping at key departments for a warm ECMC welcome. The visitors were received and guided by several of ECMC's great rehab and nursing staff members. The tour began in the Outpatient Rehab Therapy Department and continued through Inpatient Rehab. There were plenty of staff to answer questions, and our Japanese friends got a peak at what happens behind the scenes.

## **Dr. Rajeev Sharma joins ECMC Renal Team**

In 2013, ECMC welcomed **Dr. Rajeev Sharma** to the Center of Excellence for Transplantation and Kidney Care. Dr. Sharma completed a highly respected American Society of Transplant Surgery (ASTS) two-year Fellowship in Abdominal Organ Transplant at Northwestern University before joining the solid organ transplant team at Pittsburgh. Prior to this, he completed a two-year Postdoctoral Research Fellowship in Solid Organ Transplant at the University of Rochester Medical Center. Dr. Sharma serves on the Editorial Board for the Global Journal of Surgery (Hepatobiliary and Pancreatic Surgery Section) and is a reviewer for several journals including: the American Journal of Transplantation, the Experimental and Clinical Transplantation journal, and the Journal of Cancer Research and Therapeutics. Dr. Sharma brings a highly qualified skill-set that will further expand the services of the Center of Excellence for Transplantation and Kidney Care.

## **Christopher Cummings to Lead ECMC Security**

*Former State Police Major joins ECMC team with redesign of security*

During the first half of 2013, ECMC announced that **Chris L. Cummings**, a former New York State Police major, was selected to lead its Security Department. In his new role as chief of security, he will review and redesign the hospital's already upgraded security and safety measures.

Cummings' previous experience with the State Police includes serving as the Troop "A" Commander in Batavia from 2007-13. He was responsible for all uniform operations in the eight-county region of Western New York, directly managing 450 sworn and non-sworn members. He helped supervise, in conjunction with the Buffalo Police Department and the Erie County Sheriff's Department, the highly effective Project Impact, allocating law enforcement personnel to troubled areas within the City of Buffalo.

"After a lengthy search process, we are extremely pleased to get someone of Chris Cummings' caliber," said ECMC CEO Jody L. Lomeo. "We look forward to Chris Cummings' leadership as we continue our commitment to maintain the safest environment for our patients and visitors."

Cummings served as a State Police captain in Canandaigua from 2004 to 2007 and led numerous responses to a wide range of situations and crises, including homicides, hostage negotiations and sensitive investigations. He also was captain of the Internal Affairs Bureau for the Western Region from 2001 to 2004. In that capacity, he supervised internal affairs investigations throughout an 18-county region in Western New York, as well as audited State Police operations ensuring adherence to policies and laws, identifying problem areas, and recommending improvements. He began his career in 1984 as a uniformed trooper.

"After a fulfilling career with the State Police, I was looking for an organization that was focused on our community. ECMC is a perfect fit," Cummings said. "I have watched for decades as ECMC's Regional Trauma Unit, ER doctors and staff saved numerous lives and played a leadership role in our community and I am proud to be part of the team."

Cummings is actively involved with/as: NYS Executive Committee on Counter Terrorism; Region 15 Counter Terrorism Zone Chairman; Western New York Chiefs of Police Association (2nd Vice President); 100 Club of Buffalo Board of Directors, as well as the Erie County Community College Alumni Board of Directors. Cummings has been recognized and received six New York State Police Superintendent's Commendations, including one for his supervision of law enforcement in response to the crash of Colgan Air Flight 3407.

## **Susan Ksiazek elected Member of the Executive Committee of the National Association of Boards of Pharmacy**

During the National Association of Boards of Pharmacy (NABP) Association's 109<sup>th</sup> Annual Meeting, held in May 2013, **Susan Ksiazek, R.Ph.**, Director of Medical Staff Quality and Education, ECMC, was elected to serve a three-year member term, representing District 2, on the Executive Committee.

Susan Ksiazek has been a member of the New York State Board of Pharmacy since 1998 and served two terms as Chair of the Board. In addition, she serves as a Clinical Adjunct Professor at the Buffalo State University of New York (SUNY) School of Pharmacy and a Clinical Instructor at the SUNY Buffalo Department of Medicine. Most recently, she was appointed to the Dean's Stakeholders Committee at the School of Pharmacy and the Quality and Patient Safety Committee of the School of Medicine's Graduate Medical Education Program. As an active member of NABP and the New York State Board, Susan Ksiazek served on many of the Association's committees and task forces including, most recently, as the Chair of the hospital sub-group of the Task Force on Revisions to the Controlled Substances Act. She also served as Chair of a two-year Task Force on Pharmacy Technician Education and Training Programs as a member of the Committee on Law Enforcement/Legislation; the Task Force on Telepharmacy and the Implementation of the Medicare Drug Benefit Medication Therapy Management Provisions; and the Task Force to Examine NABP's Data Resources. In addition, she has served as the NABP District 2 Secretary/Treasurer for the past six years. In 2011, Susan Ksiazek received the NABP Lester E. Hosto Distinguished Service Award, the highest honor bestowed by NABP.

## **Bruce Liebel appointed Regional Executive for HFMA Region 2**

**Bruce K. Liebel, FHFMA**, Director of Reimbursement, ECMC, began his term during 2013, as Regional Executive (RE), for Region 2 of the Healthcare Financial Management Association (HFMA). HFMA is a non-profit organization including CFOs, controllers, and accountants, serving over 39,000 members. It is the nation's leading membership organization of healthcare finance executives and leaders. HFMA helps its members achieve results by providing education, analysis, guidance, and creating practical tools and solutions that optimize financial management. The organization is a respected and innovative thought leader on top trends and challenges facing the healthcare finance industry.

From addressing capital access to improved patient care to technology advancement, HFMA is the indispensable resource for healthcare finance. Currently there are 68 chapters nationally, covering all 50 states, Washington D.C., and Puerto Rico, which are grouped into 11 regions. Region 2, for which Bruce is responsible, includes the following seven chapters: Central New York, Hudson Valley New York, Metropolitan New York, Northeastern New York, Puerto Rico, Rochester Regional, and Western New York. In his role as Regional Executive, Bruce acts as the primary volunteer and policy link between the chapters and National HFMA, and assists the chapter leaders in serving their members. Along with fostering dialogue between the national and chapter levels of HFMA, he represents the needs and interests of chapter leaders and individual members to the HFMA Board and management. His duties include encouraging chapter collaboration as well as offering chapter management guidance. As a member of the Regional Executive Council, he has oversight for: Davis Chapter Management, which involves policy review, chapter requirements and performance, and awards and recognition; Chapter Balanced Scorecard (CBSC), a means of unifying goals to help chapters deliver uniform service to members across the board, including establishing annual goals and threshold performance limits, chapter performance, and chapter advancement plans; Fall Presidents Meetings, to develop the agenda and conduct the annual meeting of chapter Presidents and President-Elects. Alignment of national, regional, and chapter goals and efforts is core to the success of HFMA.



In addition to the above oversight responsibilities, the Regional Executive Council meets with the HFMA Officers to ask questions and provide comment on revision to the HFMA Strategic Plan, and works to align the HFMA Balanced Scorecard with CBSC goals.

Bruce, a fellow of HFMA, is responsible for filing the annual federal, state and county cost reports for ECMC. He works closely with Finance and Revenue Cycle Staff on such areas as reimbursement, rates, and surveys. Bruce has held similar reimbursement positions with other area hospitals and Blue Cross of WNY. He is a past President of the WNY Chapter of HFMA.

### **Elder Wiggins wins Religious Service award**

The Network of Religious Communities Service and the Erie County Medical Center Pastoral Care Department presented **Elder Wiggins**, Pastoral Care, Terrace View Long-Term Care Facility, with the Religious Service Award on May 2<sup>nd</sup> of 2013. This award is given in recognition of outstanding religious and community service.

### **In Memory of Jackie Wisniewski**

ECMC staff members came together in June of 2013 to stand against domestic violence and abuse. The tragic events of the previous year brought awareness and attention to the issue of violence against women. Last June, ECMC lost family member Jackie Wisniewski. On June 13th, 2013, staff members came to further honor Jackie. Held in the beautiful, new Terrace View Long-Term Care Facility, friends of Jackie Wisniewski gathered for a prayer service in her memory. Sarah Maggio, friend and co-worker of Jackie's, spoke at the service. ECMC CEO Jody Lomeo also spoke, explaining that the hospital continues its healing journey, but the tragedy has also been a way to help reduce incidents of domestic violence. The hospital increased security to significantly improve safety. A lovely memorial bench and plaque in Jackie's memory was unveiled at the service as a reminder for all to support the end to domestic violence. ECMC's Catholic Chaplain Father Francis "Butch" Mazur, led the prayer at the memorial service. Father Butch blessed a campus location near the Terrace View Long-Term Care Facility, which will be made into a peace garden to include the bench and plaque. During the week preceding the service, ECMC participated in the "Clothesline Project" to support the cause. T-Shirts were hung on clotheslines throughout the hospital to represent awareness for domestic violence and abuse towards women. These shirts create a positive message for advocating against violence. ECMC remembers Jackie Wisniewski.

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**I-2.) Receipts and Disbursements -or- Revenues and Expenses** during such Fiscal Year in accordance with the categories or classifications established by the Corporation for its own operating and capital outlay purposes

**ERIE COUNTY MEDICAL CENTER CORPORATION**  
(A COMPONENT UNIT OF THE COUNTY OF ERIE)

**STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION**  
**For the Years Ended December 31,**  
**(000's omitted)**

	<u>2013</u>	<u>2012</u>
Operating revenues:		
Net patient service revenue (net of provision for bad debts of \$23,711 in 2013 and \$23,143 in 2012)	\$ 368,357	\$ 370,791
Disproportionate share revenue	61,786	57,572
Other operating revenue	<u>37,800</u>	<u>29,162</u>
Total operating revenues	<u>467,943</u>	<u>457,525</u>
Operating expenses:		
Payroll, employee benefits and contract labor	270,515	257,603
Professional fees	54,009	49,263
Purchased services	35,835	33,952
Supplies	64,160	64,803
Other operating expenses	13,972	26,942
Depreciation and amortization	<u>20,219</u>	<u>18,354</u>
Total operating expenses	<u>458,710</u>	<u>450,917</u>
Operating income	<u>9,233</u>	<u>6,608</u>
Non-operating revenues (expenses):		
Investment income	8,552	10,851
Interest expense	(8,337)	(5,265)
Grant revenue and other	<u>(322)</u>	<u>1,162</u>
Total net non-operating (expenses) revenues	<u>(107)</u>	<u>6,748</u>
Excess of revenues over expenses	9,126	13,356
Transfers to related parties, net	<u>(1,135)</u>	<u>(1,309)</u>
Total change in net position	7,991	12,047
Net position – beginning of year	<u>108,017</u>	<u>95,970</u>
Net position – end of year	<u>\$ 116,008</u>	<u>\$ 108,017</u>

**ECMC Corporation Annual Report as required by New York Public  
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**I-3.) Assets and Liabilities** for Fiscal Year End including the Status of Reserve, Depreciation, Special or Other Funds and including the Receipts and Payments of these Funds

**ERIE COUNTY MEDICAL CENTER CORPORATION**  
(A COMPONENT UNIT OF THE COUNTY OF ERIE)

**STATEMENTS OF NET POSITION**  
**December 31,**  
**(000's omitted)**

<b>ASSETS</b>	<b>2013</b>	<b>2012</b>
Current assets:		
Cash and cash equivalents	\$ 8,235	\$ 20,811
Investments	2,394	3,112
Assets whose use is limited	30,387	48,903
Patient accounts receivable, net	47,815	42,548
Other receivables	52,577	42,272
Supplies, prepaids and other	8,020	7,298
Total current assets	<u>149,428</u>	<u>164,944</u>
Assets whose use is limited	110,833	127,162
Capital assets, net	289,224	247,113
Other assets, net	<u>9,109</u>	<u>5,382</u>
Total assets	<u>\$ 558,594</u>	<u>\$ 544,601</u>
<b>LIABILITIES AND NET POSITION</b>		
Current liabilities:		
Current portion of long-term debt	\$ 7,226	\$ 6,936
Accounts payable	37,359	29,369
Accrued salaries, wages and employee benefits	19,689	18,662
Accrued other liabilities	22,041	17,384
Estimated third-party payor settlements	22,133	27,651
Total current liabilities	<u>108,448</u>	<u>100,002</u>
Long-term debt, net	173,129	180,355
Self-insured obligations	<u>161,009</u>	<u>156,227</u>
Total liabilities	<u>442,586</u>	<u>436,584</u>
Net position:		
Net investment in capital assets	120,480	92,906
Restricted:		
For debt service	11,049	11,069
Unrestricted	<u>(15,521)</u>	<u>4,042</u>
Total net position	<u>116,008</u>	<u>108,017</u>
Total liabilities and net position	<u>\$ 558,594</u>	<u>\$ 544,601</u>

**ECMC Corporation Annual Report as required by New York Public  
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**I-4.) Schedule of Bonds and Notes Outstanding at Fiscal Year End**, together with Statement of the Amounts Redeemed and Incurred during such Fiscal Year as part of a Schedule of Debt Issuance including Date of Issuance, Term, Amount, Interest Rate, Means of Repayment, Refinancings, Calls, Refundings, Defeasements and Interest Rate Exchange or Other such agreements, and for any debt issued during the reporting year, a Detailed List of Costs for any Debt Issued for such debt

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

No bonds were issued, called, or re-financed during 2013.  
 \$2,465,000 of bonds matured or were redeemed in 2013.  
 \$90,085,000 of 2004 bonds remain outstanding at December 31, 2013.

**Erie County Senior Revenue Bonds, Series 2011**

No bonds were issued, called, or re-financed during 2012.  
 \$4,471,000 of bonds were redeemed in 2013.  
 \$90,270,000 of 2011 bonds remain outstanding at December 31, 2013.

**I-5.) Compensation Schedule** including, by position, title and name of persons holding such position or title, salary, compensation, allowance and/or benefits provided to any officer, director or employee in a decision making or managerial position of such authority whose salary exceeds \$100,000

<u>Last Name</u>	<u>First Name</u>	<u>MI</u>	<u>Position</u>	<u>Compensation</u>
Amsterdam	Daniel		Director Laboratory	\$ 163,042.21
Antrum	Vi-Anne		Asst Dir., Nursing Med.-Surg.	113,882.84
Bystrak	Cathy		Charge Nurse	112,600.05
Cleland	Richard		Chief Operating Officer ECMC	393,069.39
Darling-Krajcer	Mollyann		Charge Nurse	135,288.99
Dashkoff	Neil		Medical Specialist	149,198.86
Derr	Joanne		Chief Hematology Technologist	105,950.10
Forgensi	Stacey		Anesthetist	141,416.94
Furnari	Graziella		Clinical Pharmacy Specialist	118,024.26
Gallineau	Anne-Marie		Unit Mgr. Behavioral Health	104,150.41
Glica	Bonnie Ann		Director of Nursing Service EC	240,000.00
Gray	Vanessa		Nurse Clinician Renal	149,434.38
Kalita	Michael		Pharmacist - Clinical Inform.	110,590.31
Kos	Maryann		Assistant Head Nurse	105,031.90
Ksiazek	Susan		Dir., Med Staff Quality Ed.	140,477.93
Mazur	Christopher		Pharmacist ECMC	106,294.16
Montesano	Susan		Nurse Case Manager	103,622.90
O'Gorman	Natalie		Clinical Pharmacy Specialist	118,253.11
Quatroche Jr.	Thomas		Senior VP of Planning, Mktg B	213,842.74
Ramaccia	Michael		Network Manager	112,230.15
Schwab	Linda		Trauma Program Manager	100,205.92
Thornton	J D		Charge Nurse	100,854.41
Feidt	Leslie	A	Chief Information Officer ECMC	188,077.74
Ahlheim	Rhonda	A	Unit Manager Amb. Care	113,784.54
Becht	Nancy	A	Anesthetist PT	105,326.07

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Brown	Dana	A	Anesthetist	185,416.06
Daurelio	Deborah	A	Nursing Care Coordinator	110,908.24
Gerwitz	Randy	A	Director Pharmacy	153,507.49
Green	Karen	A	Nursing Supervisor LTC	106,139.30
Hall	Sarah	A	Pharmacist ECMC	109,430.73
Hartman	Sandra	A	Nursing Care Coordinator	114,192.82
Hoerner	Audrey	A	Nurse Practitioner Burn Treat.	111,057.65
Kiblin	Patricia	A	Unit Manager Medical-Surgical	106,121.71
Mailloux	Justine	A	General Duty Nurse	102,672.73
Moran	Shelly	A	Transplant Coordinator	125,860.83
Neff	Melissa	A	Unit Manager Cardiac Cath Lab	127,013.90
Reed	Kristine	A	Nurse Clinician Renal	129,441.95
Rubacher	Patricia	A	Nursing Supervisor LTC	102,823.02
Schwanekamp	Karen	A	Anesthetist	185,101.07
Stroud	Kerry	A	Nursing Care Coordinator	113,760.07
Syed	Masroor	A	Anesthesiologist ECMC MC	275,666.15
Szejnar	Michael	A	General Duty Nurse	102,456.65
Tucker	Nancy	A	Asst. VP Compensation Benefits	117,217.01
Umhauer	Margaret	A	Sr. Nrs. Practitioner Neurology	100,284.30
Weber	Barbara	A	Nursing Team Leader Radiology	134,940.20
Weiss	Katherine	A	Pharmacist ECMC	121,971.48
Ziemianski	Karen	A	Senior VP of Nursing	256,770.90
Thompson	Denise	B	ADON Behavioral Health	115,637.15
Henry	John	B	VP Transplantation & Renal Car	156,403.88
Kawa	William	B	Senior Pharmacist ECMC	126,376.48
Siskin	Stewart	B	Pharmacist ECMC	105,488.83
Cassetta	David	C	Charge Nurse	107,546.96
Gregor	Eric	C	Director Imaging	107,295.11
Osmola	Joann	C	Senior Hematology Tech	123,837.47
Ott	Michael	C	Clinical Coord. Pharmacy Svc.	125,306.34
Stolarski	Shirley	C	Senior Pharmacist ECMC	125,920.46
Bell	Shentelle	D	General Duty Nurse	105,563.61
Brock	Carole	D	Anesthetist	178,342.04
Klenk	Scott	D	Anesthetist	180,638.86
Laurich	Theresa	D	Charge Nurse	105,539.42
Mitchell	Shawn	D	General Duty Nurse RPT	110,962.19
Potter	Christopher	D	Systems Administrator	105,815.21
Swygert	Michelle	D	Nursing Care Coordinator	102,845.89
Ferguson	Richard	E	Clinical Director RPT	282,874.69
Shisler	Tomi	E	Nurse Pract. Transplant	129,373.81
O'Hara	Kathleen	E	VP Human Resources ECMCC	194,424.77
Rice	Charles	E	Nursing Facility Administrator	121,358.82
Shea	Mary Molly	E	Unit Manager Transitional Care	115,465.22
Sheppard	Judith	E	Minimum Data Set Director	100,871.86

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Sperry	Howard	E	Clinical Director Medicine	252,857.80
Victor-Lazarus	Ann	E	VP Patient Advocacy	119,786.18
Grzebinski	Jane	F	Pharmacist ECMC	118,854.37
Flynn	Douglas	G	AVP Facility Construct. Maint.	138,514.70
Gerard	David	G	Senior Pharmacist ECMC	141,765.56
Pangallo	Christiane	G	Charge Nurse	101,306.66
Evans	Christina	H	General Duty Nurse	123,662.94
Muenzner	Paul	H	Director of Physician Contract	130,763.20
Ackerman	Michael	H	ADON Medical/Critical Care	102,173.91
Hearon	David	H	Charge Nurse	107,593.88
Huefner	Paul	H	Director Finance ECMC	125,248.10
Davis	Howard	I	Anesthesiologist ECMC MC	272,418.56
Shapiro	David	I	Anesthesiologist RPT MC	146,252.65
Flynn	William	J	Clinical Director	131,612.80
Winkler	David	J	Director Plant Operations	131,984.03
Anders	Mark	J	Medical Specialist	107,013.06
Colucci	Anthony	J	General Counsel RPT	288,047.09
DeAntonis	Vincent	J	Director Managed Care	110,789.87
DeLaPlante	Suzanne	J	Clinical Perfusionist	116,424.76
Dicarlo	Angelo	J	Senior Biomedical Technician	104,314.40
Diina	David	J	Nurse Practitioner Neurology	104,010.29
Hill	Tara	J	Charge Nurse	135,170.68
Hissin	Paul	J	Asst Dir Clinical Biochemistry	105,202.83
Jensen	Erik	J	Anesthesiologist ECMC MC	251,948.61
Kortman	Amy	J	Anesthetist	145,597.50
Krawiec	Ronald	J	Senior VP of Operations ECMC	270,169.12
Ludlow	Charlene	J	VP of Safety & Security	165,664.34
Pilat	Cynthia	J	Charge Nurse	102,108.76
Sacks	Andrew	J	Anesthesiologist RPT MC	179,158.00
Sammarco	Michael	J	Chief Financial Officer ECMC	390,085.60
Tarbell	Ross	J	Senior Pharmacist ECMC	143,167.31
Turner	Charlaina	J	General Duty Nurse	116,698.27
Zakrzewski	Thomas	J	Nursing Supervisor LTC	106,132.33
Dhillon	Jaspreet	K	Attending Physician RPT	202,401.52
Walters	Dawn	K	VP Nursing & Rehab Svc.	162,970.40
Weibel	Paula	K	Pharmacist ECMC	108,839.44
Bialy	Michele	L	Anesthetist	168,984.52
Paolini	Karen	L	Transplant Coordinator	130,597.12
Burridge	Suzanne	L	Pharmacist ECMC	109,060.51
Cudzilo	Deborah	L	VP Revenue Cycle	136,644.00
Dobson	Judy	L	Nurse Practitioner Cardiovasc.	118,209.28
Jacobs	Jeffrey	L	Director Fin Plan Dec Support	100,186.03
Lauer	Sandra	L	Clinical Patient Advocate	103,879.58
Lomeo	Jody	L	Chief Executive Officer ECMC	724,512.11

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Schmidt	Cameron	L	Clinical Teacher	109,761.51
Skomra	Richard	L	Chief Anesthetist	222,477.99
Tornambe	Lynne	L	Pharmacist ECMC	111,695.35
Barone	Kathleen	M	Nurse Pract. Transplant	126,677.90
Fagan	Lisa	M	Transplant Coordinator	115,818.42
Kimori	Everesto	M	General Duty Nurse	108,450.20
Kwaizer	Anna	M	Anesthetist	159,954.34
Stercula	Edna	M	Anesthetist	171,952.57
Beckman	Karen	M	Clinical Nurse Specialist Emerg.	105,778.27
Brown	Donna	M	Associate Hospital Admin.	105,490.38
Cieri	Margaret	M	Unit Manager Rehab Medicine	100,521.71
Clark	Deborah	M	Asst Director Imaging Services	102,368.13
Cramer	Peggy	M	VP Trauma Emerg. Services	161,583.79
Csepegi	Shirley	M	Charge Nurse	101,565.59
Derenda	Nicole	M	Unit Manager Medical-Surgical	108,025.93
Erhardt	Robert	M	Chief Security Officer	111,843.12
Ervolina	Daryl	M	Pharmacist ECMC	116,416.39
Hunter	Dorothy	M	Charge Nurse	109,681.36
Kordasiewicz	Lynn	M	Nurse Practitioner Wound Care	102,733.15
Martin	Donna	M	Renal Services Support Nurse -	108,569.29
Mentecky	Donna	M	Pharmacist ECMC	119,417.64
Murray	Brian	M	Medical Director ECMC	416,710.92
Oddo	Donna	M	Unit Manager Emergency	123,138.30
Resetarits	Christopher	M	Anesthetist	142,054.36
Rojek	Janet	M	Pharmacist ECMC	118,365.15
Roland	Lynnette	M	Nursing Team Leader LTC	102,477.05
Schunke	Katrina	M	Pharmacist ECMC	114,623.16
Sprague	Martin	M	Database Administrator	102,538.81
Stegemann	Philip	M	Chief of Orthopedic Surgery	117,493.92
Whitehead	Lynn	M	Clinical Teacher	117,197.66
Zimpfer	Anne	M	Charge Nurse	128,809.03
Cumbo	John	N	Director of Technical Services	131,467.69
Plotkin	Scott	N	Anesthesiologist ECMC MC	270,099.75
Lehman	Leorosa	O	Asst Director Clinical Lab Pat	125,054.86
Robinson	Constance	O	Nursing Supervisor LTC	105,063.92
Eichner	John	P	Controller	153,293.60
Dolansky	Evan	P	Pharmacist ECMC	108,691.84
Myers	David	P	Anesthesiologist ECMC MC	269,326.33
Pone	Entela	P	Medical Director rheumatology	210,169.60
Sands	Robert	P	Anesthesiologist ECMC MC	265,290.41
Przespolewski	Eugene	R	Pharmacist ECMC	110,437.61
Arnold	William	R	Nursing Informatics Mgr	103,288.43
Loree	Thom	R	Clinical Director	648,815.30
Popat	Saurin	R	Attending Physician Con PT	198,765.92

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Rzepkowski	Neal	R	Assistant Medical Immuno Serv.	162,741.78
Sloma	Bonnie	R	Assistant VP Ambulatory Serv.	116,900.89
Gorczyński II	Thomas	S	PACS Administrator	102,689.73
Ahmed	Mohamed	S	Medical Specialist PT	149,691.49
Burke	Mark	S	Attending Physician	451,853.83
Konikoff	Karen	S	Nurse Practitioner ECMC	100,907.24
Santiago	Juan	T	AVP Support Hospital Services	110,622.40
Kabacinski	Joseph	T	Asst Director Administration L	111,647.64
Turner	James	T	VP Surgical Services	160,037.69
Zivis	Elizabeth	T	Privacy Officer	102,676.78
Moessinger	Lawrence	V	Director Info System Devel.	117,015.02
Everett	Charles	W	Anesthesiologist ECMC MC	267,924.92

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

<u>Project</u>	<u>Amount</u>
Behavior Health Center-of-Excellence facility (begun in 2012)	\$19,500,000
Medical Offices (located in Ambulatory Center building)	10,250,000
Operating Rooms (located in Dialysis Center-of-Excellence building)	8,750,000
Adolescent Psychology renovations (Hospital 4th floor)	1,850,000
Oral Surgery renovations	45,000

**I-7.) (i) All Corporation Real Property** with Fair Market Value greater than \$15,000 that ECMC Corporation intends to dispose of:

The Corporation holds no real property that it intends to dispose of which has a fair market value greater than \$15,000.

**(ii) All Real Property held by ECMC Corporation** at the end of the period covered by the report:

The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.

**(iii) All Real Property disposed of during the past year**, including sale prices and names of purchasers:

No real property was disposed of in 2013.



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

ARTICLE XII: CODE OF ETHICS AND CONFLICTS OF INTEREST

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

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

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

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

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

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

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

Independent auditors did not identify any deficiencies in internal control that they considered to be material weaknesses.

The independent audit also did not identify any significant deficiencies for 2012. Additionally, there were no significant deficiencies reported in 2012 that required management attention during 2013.

**I-10.) ECMC Corporation Internet Web Site: [www.ecmc.edu](http://www.ecmc.edu)**

**II. REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:**

Public Authorities Law §3642(2); Contract Procurement Guidelines, Article X; and the Sale, Purchase and Operation Agreement, §6.9

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

**PRIMARY CORPORATION: Public Benefit Corporation**

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

The ECMC Corporation includes an advanced academic medical center (ECMC) with 550 inpatient beds, on- and off-campus health centers, more than 30 outpatient specialty care services and Terrace View, a 390-bed long-term care facility. ECMC is the regional center for trauma, burn care, behavioral health services, transplantation, and rehabilitation and is a major teaching facility for the University at Buffalo. Most ECMC physicians, dentists and pharmacists are dedicated faculty members of the university and/or members of a private practice plan. More Western New York residents are choosing ECMC for exceptional patient care and patient experiences—*the difference between healthcare and true care*<sup>™</sup>.

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

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

Mission | Vision | Core Values

ECMC



# Mission

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

# Vision

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

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

The difference between  
healthcare and true care™



Mission | Vision | Core Values

ECMC



# Core Values

## **ACCESS**

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

## **EXCELLENCE**

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

## **DIVERSITY**

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

## **FULFILLING POTENTIAL**

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

## **DIGNITY**

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

## **PRIVACY**

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

## **FAIRNESS and INTEGRITY**

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

## **COMMUNITY**

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

## **COLLABORATION**

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

## **COMPASSION**

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

## **STEWARDSHIP**

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

The difference between  
healthcare and true care™



**II. REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:**

Public Authorities Law §3642(2); Contract Procurement Guidelines, Article X; and the Sale, Purchase and Operation Agreement, §6.9

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

**PPC Strategic Services LLC**

The Corporation is the sole owner of this enterprise, which was established to enable the Corporation to enter into various other business relationships. The accounts of PPC Strategic Services LLC are fully consolidated into the accounts of the Corporation as of and for the years ending December 31, 2013 and 2012, respectively. The assets of PPC Strategic Services LLC consist substantially of cash of approximately \$2,000 and \$195,000, respectively, at December 31, 2013 and 2012. Net assets of this entity were approximately \$740,000 and \$640,000, respectively, at December 31, 2013 and 2012.

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

**Grider Community Gardens, LLC**

This entity is wholly owned and controlled by the Corporation. The Corporation's net investment as of December 31, 2013 and 2012 is approximately \$449,000 and \$287,000, respectively, and is reflected in other non-current assets of the Corporation's financial statements.

**Grider Support Services, LLC.**

This entity was formed to act as a Management Services Organization ("MSO") for oncology and physician services for ECMC Hospital. The entity acts as a pass through entity, and has no substantial assets or liabilities, or significant operating results. Its activity is consolidated into ECMC Corporation operations.

The Officers and Board Members of these entities are unchanged.

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

**1-a.) ECMC Corporation Board of Directors during 2013**

**OFFICERS**

Kevin M. Hogan, Esq.  
*Chair*

Richard F. Brox, R.L.A.  
*Vice-chair*

Sharon L. Hanson  
*Vice-chair*

Michael A. Seaman  
*Vice-chair*

Kevin E. Cichocki, D.C.  
*Treasurer*

Bishop Michael A. Badger  
*Secretary*

**BOARD MEMBERS**

Douglas H. Baker

Ronald A. Chapin

K. Kent Chevli, M.D.

Michael H. Hoffert

Anthony M. Iacono

Dietrich Jehle, M.D.

Thomas P. Malecki, C.P.A.

Frank B. Mesiah

Joseph A. Zizzi, Sr., M.D.

**NON-VOTING BOARD MEMBERS**

Ronald P. Bennett, Esq.

Kevin Pranikoff, M.D.

**1-b.) ECMC Corporation Executive Administration 2013**

Jody L. Lomeo  
*Chief Executive Officer*

Richard C. Cleland, M.P.A., N.H.A.  
*Chief Operating Officer*

Michael J. Sammarco  
*Chief Financial Officer*

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

Donna M. Brown  
*Associate Hospital Administrator*

Ronald Krawiec  
*Senior Vice President of Operations*

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

Leslie Feidt  
*Chief Information Officer*

Kathleen E. O'Hara  
*Vice President of Human Resources*

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

Thomas J. Quatroche Jr., Ph.D.  
*Senior Vice President of Marketing, Planning and Business Development*

**1-c.) ECMC Corporation Medical-Dental Staff Officers during 2013**

Richard Hall, M.D.  
*President*

Samuel Cloud, D.O.  
*President-elect*

Joseph Kowalski, M.D.  
*Immediate Past President*

Timothy DeZastro, M.D.  
*Treasurer*

Khalid Malik, M.D.  
*Secretary*

Michael Chopko, M.D.  
*Representative-At-Large*

Ravi Desai, M.D.  
*Representative-At-Large*

Mandip Panesar, M.D.  
*Representative-At-Large*

Nancy Ebling, D.O.  
*Representative-At-Large*

Andrew Stansberry, P.A.  
*Allied Health Representative*

**2.) PPC Strategic Services LLC**

**OFFICERS**

Jody L. Lomeo

Michael J. Sammarco

**3.) Grider Community Gardens, LLC**

**OFFICERS**

Jody L. Lomeo

Michael J. Sammarco

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

**Number of Employees in each Corporation:**

ECMC Corporation	3,070
PPC Strategic Services LLC	18
Grider Community Gardens	None
Grider Support Services LLC	17



**ECMC Corporation Annual Report as required by New York Public  
Authorities Law – Sections 2800 and 3642**

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**II-4.) List of All Contracts** in excess of \$100,000 entered into by the Corporation and its subsidiaries, including the amount, purpose and duration of each such contract

<u>Vendor Name</u>	<u>Date</u>	<u>Amount</u>	<u>Purpose</u>
CARDINAL HEALTH MED PRODUCTS	1/1/2013	\$15,561,999.80	Equipment & Supplies
PRECISION INC/BIOMET ORTHO	1/1/2013	\$3,468,701.14	Equipment & Supplies
BUFFALO HOSPITAL SUPPLY CO	1/1/2013	\$3,396,379.12	Equipment & Supplies
BAXTER HEALTHCARE CORP	1/1/2013	\$1,203,163.04	Equipment & Supplies
OMNICELL TECHNOLOGIES INC	1/1/2013	\$1,022,697.65	Equipment & Supplies
ROCHE DIAGNOSTIC CORP	1/1/2013	\$887,852.27	Equipment & Supplies
IMMCO DIAGNOSTICS INC	1/1/2013	\$877,010.00	Equipment & Supplies
PHILIPS MEDICAL SYSTEMS NA CO	1/1/2013	\$754,728.39	Equipment & Supplies
SYNTHESE	1/1/2013	\$727,148.59	Equipment & Supplies
STRYKER ORTHOPAEDICS	1/1/2013	\$700,000.00	Professional Services
BIOCARE	1/1/2013	\$688,148.82	Equipment & Supplies
GLOBUS MEDICAL INC	1/1/2013	\$645,430.51	Equipment & Supplies
DEPUY ACE MEDICAL COMPANY	1/1/2013	\$610,249.44	Equipment & Supplies
STRYKER INSTRUMENTS	1/1/2013	\$607,259.60	Equipment & Supplies
ST JUDE MEDICAL INC	1/1/2013	\$592,581.61	Equipment & Supplies
PRODIGY SURGICAL/ARTHREX	1/1/2013	\$550,609.67	Equipment & Supplies
CORE BTS INC	1/1/2013	\$517,963.11	Technology
BOSTON SCIENTIFIC CORP	1/1/2013	\$500,000.00	Insurance
MEDTRONIC SALES INC PACEMAKERS	1/1/2013	\$445,810.00	Insurance
STERICYCLE INC	1/1/2013	\$423,232.54	Equipment & Supplies
METRO COMMUNICATIONS	1/1/2013	\$363,787.00	Technology
STERIS CORPORATION	1/1/2013	\$344,888.65	Professional Services
ERGOSAFE PRODUCTS LLC	1/1/2013	\$284,550.00	Professional Services
BOSTON SCIENTIFIC CORPORATION	1/1/2013	\$272,221.92	Equipment & Supplies
MCKESSON	1/1/2013	\$268,877.30	Equipment & Supplies
CARESTREAM HEALTH INC	1/1/2013	\$242,773.17	Equipment & Supplies
HILL-ROM CO INC	1/1/2013	\$198,322.00	Room Furnishings
AQUA SCIENCES INC	1/1/2013	\$186,692.75	Equipment & Supplies
BOSTON SCIENTIFIC/MICROVASIVE DIV	1/1/2013	\$163,433.76	Equipment & Supplies
PHILIPS MEDICAL SYSTEMS	1/1/2013	\$159,028.99	Equipment & Supplies
PULMONETIC SYS INC	1/1/2013	\$152,550.60	Insurance
KLS MARTIN L P	1/1/2013	\$148,936.08	Professional Services
DRAGER MEDICAL	1/1/2013	\$142,417.80	Equipment & Supplies
ANGIO DYNAMICS INC	1/1/2013	\$140,756.84	Equipment & Supplies
BRITE COMPUTERS	1/1/2013	\$131,167.87	Equipment & Supplies
MINNTECH CORPORATION	1/1/2013	\$105,210.00	Equipment & Supplies

**II-5.) Financial Statement**

See I-2 and I-3 above

**II-6.) Income Statement**

See I-2 above

**II-7.) Balance Sheet**

See I-3 above

**III. BOND SALE REPORT:**

Public Authorities Law §3633(4)(f), (g) and (h)

See I-4 above

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