

ECMC CORPORATION
ANNUAL REPORT (RE: 2014) AS REQUIRED BY
NEW YORK PUBLIC AUTHORITIES LAW SECTIONS 2800 AND 3642

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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 Scott W. Kroll
Erie County Legislature Clerk Karen McCarthy
Erie County Clerk Christopher L. Jacobs

REPORT OF SUBSIDIARIES / PROCUREMENT CONTRACTS:

New York State Governor Andrew M. Cuomo
New York State Temporary President of the Senate Dean G. Skelos
New York State Speaker of the Assembly Carle E. Heaste
New York State Comptroller Thomas P. DiNapoli
Erie County Executive Mark C. Poloncarz
Clerk of the Erie County Legislature Karen McCarthy
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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Message from the Leadership of ECMC Corporation

Erie County Medical Center (ECMC) Corporation continues to transform into a comprehensive health system while maintaining our commitment to provide the best experience for every patient and visitor.

With a focus on collaboration, we are making significant progress to further benefit the Western New York community. Last year, more patients chose ECMC for care, more physicians joined the medical staff, and more collaborations were developed with our community partners.

At the beginning of 2014, ECMC Corporation held the formal opening of the Regional Behavioral Health Center of Excellence, a consolidated model combining the resources of ECMC and Kaleida Health's Buffalo General Medical Center behavioral health programs to create a state-of-the-art, comprehensive psychiatric emergency program including new inpatient facilities to better serve mental health and chemically dependent patients in Western New York.

Also during 2014, ECMC Corporation completed such projects as: a new Ambulatory Center building and Surgery Center; the Center for Oncology Care Specializing in Head & Neck, Plastic & Reconstructive Surgery, Dental & Medical Oncology, Maxillofacial Prosthetics, and Breast Oncology; the Great Lakes Café; the Remembrance Garden; and a new gift shop called "The Gift Corner." Bariatric services have recently been added to ECMC service lines and internal and external primary care services including a primary care expansion and operational improvements are in progress. In June of 2014, ECMC's new Terrace View Long-Term Care Facility was named Best Medical Complex during the 11th annual Business First "Brick by Brick" awards.

Our extensive renovations are forever changing our campus, but the transformation that is most memorable to our patients and their loved ones is our focus on "true care" and the patient experience to ensure that patients receive the highest quality care in a clean, comfortable, safe environment, provided by the nicest people in health care. The confirmation from outside recognition and accrediting organizations is outlined below and included in more detail in this report.

ECMC underwent a rigorous unannounced on-site survey in the summer and fall of 2013, and as a result, in January of 2014, ECMC learned and announced the Joint Commission awarded its Gold Seal of Approval®, an accreditation demonstrating compliance with its national standards for health care quality and safety in hospitals. The accreditation award recognizes ECMC's dedication to continuous compliance with The Joint Commission's state-of-the-art standards.

ECMC received confirmation from the National Committee for Quality Assurance (NCQA) that both its Internal Medicine Center and Cleve-Hill Family Health Center achieved recognition status for "Patient-Centered Medical Home (PCMH), Recognized –Level 3" for three-year periods.

ECMC received the Get With The Guidelines®–Heart Failure Gold-Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association (AHA)/American College of Cardiology Foundation secondary prevention guidelines for heart failure patients. This marks the 9th year that ECMC has been recognized with an AHA quality achievement award.

ECMC Outpatient Dialysis completed all of the required 5-Diamonds of the National Five-Diamond Program designed to assist dialysis facilities in improving both staff and patient awareness of specific patient safety areas. Upon successful completion of each of five modules, ECMC was awarded recognition as a 5-Diamond Facility. This innovative training and recognition program also assists dialysis providers in increasing awareness and building a culture of safety among patients and staff.

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

After an extensive peer review process, CARF (Commission on Accreditation of Rehabilitation Facilities) International accredited ECMC's Medical Rehabilitation program for a period of three years. This recognition is clear evidence that our rehab patients are receiving the best medical rehabilitation care available anywhere in the country.

ECMC also participated in many 2014 community health and wellness events and held successful health/screening events for area residents.

While staying true to our mission to treat everyone regardless of their ability to pay, ECMC continues 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 continued fiscal integrity of the ECMC Corporation. ECMC continues to implement efficiencies and manage growth in key areas, all while providing exceptional care to the uninsured and underinsured in our community. Even with ECMC Corporation's growth and success financially, ECMC and other health care organizations must develop solutions to meet longer term challenges.

As a result of The Affordable Care Act, we are also accelerating existing, and creating 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 are influencing the way we are moving forward. It is with a continued look at efficiencies and clinical integration that we intend to meet these challenges.

ECMC concluded the year 2014 with the creation of Millennium Collaborative Care (as part of New York State's Delivery System Reform Incentive Payment, or DSRIP) through which ECMC Corporation is leading the transformation of the Medicaid delivery system from a fee-for-service payment system to a population health/preventative care system for the eight-county region of Western New York.

Community residents are becoming more aware that the care provided through ECMC is truly different. Now more than ever, area residents are better understanding the meaning of our tagline "True Care." The ECMC family is a special family because we value compassion and truly care for our patients and each other. This translates into higher quality care and better customer service. Our success and growth is only possible with everyone's hard work and dedication as well as the support of the community and our many constituents.

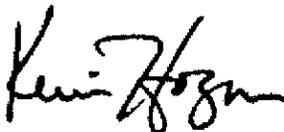
We thank you for upholding our mission and ask for your continued support. Our record of success along with advocacy from our community leadership will enable us to meet the challenges ahead.

Again, thank you.

Sincerely,



Richard C. Cleland
MPA, FACHE, NHA
President/Chief Operating Officer
Interim Chief Executive Officer



Kevin M. Hogan, Esq.
Chair, Board of Directors



Samuel Cloud, DO
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 Behavioral Health Center of Excellence
Facility on ECMC Health Campus consolidates services**

On January 16, 2014, Erie County Medical Center Corp. dedicated a new psychiatric emergency room and outpatient mental health and drug dependency treatment center, thereby completing the \$25 million Regional Behavioral Health Center of Excellence at ECMC.

The center of excellence, under the auspices of Great Lakes Health System of Western New York, is a physician-driven collaboration between ECMC and Kaleida Health. It is a state-of-the-art, comprehensive psychiatric emergency program (CPEP), with a new outpatient treatment center and new inpatient beds in the main building to serve mental health patients in the eight counties of Western New York.

Funding for the new center came from a \$15 million grant from the Healthcare Efficiency and Affordability Law of New York and ECMC contributed \$10 million.

“The Behavioral Health Center for Excellence is a collaborative effort that will result in better and more efficient care for patients with mental illness and their families,” said Governor Andrew M. Cuomo.

“I applaud the hard work of the many healthcare professionals who came together for the good of the region to create a comprehensive continuum of mental health and substance abuse services for some of Western New York's most vulnerable residents,” the governor added. “This modern integrated model of care is the approach needed to help New Yorkers find recovery and resiliency in a safe and nurturing environment. I am pleased that the state was able to dedicate \$15 million to allow this project to happen.”

The behavioral health center of excellence is the third major addition to the ECMC campus in the last three years, joining the Regional Center of Excellence for Transplantation & Kidney Care and the Terrace View Long-Term Care Facility.

The consolidated behavioral health model combines ECMC's and Buffalo General Medical Center's behavioral health programs to create a single, 162-bed inpatient psychiatric program in a 36,000-square-foot building to the east of the main ECMC hospital building. It incorporates ECMC's current 18 detoxification beds and 20 inpatient chemical dependency rehabilitation beds.

The new center expands ECMC's current emergency behavioral health facilities from 6,000 square feet to 18,000 square feet.

“The consolidation of ECMC and Kaleida's behavioral health programs is just one more example of how collaboration in our community can raise the level of care for our entire region,” said Robert Gioia, chairman of the Great Lakes Health board of directors. “I congratulate ECMC on another successful initiative to provide the very best care to the patients of Western New York.”

Mental health care in Western New York, as statewide, is fragmented and costly to the state's Medicaid payment system. In the last 20 years, the Buffalo Psychiatric Center went from 1,200 beds to 160 and the Gowanda Psychiatric and West Seneca Developmental centers closed.

Other inpatient facilities downsized or closed in recent years and while non-profit outpatient services exist, there is a lack of coordination among community providers. Psychiatrists are also in short supply throughout the region.

This combination of factors created a crisis for mental health patients and their families in Western New York. Mentally ill and chemically dependent patients in crisis are, many times, forced to find care in crowded hospital emergency rooms, which leads to more costly episodic inpatient care and unsafe conditions for clinical staff.

The integrated model combines the current outpatient volumes of 44,000 annual visits in 2013 at ECMC and Kaleida's 69,000 annual visits with services provided onsite at ECMC and at its community-based locations.

ECMC now has 126 licensed adult inpatient psychiatric beds; 18 geriatric-psychiatric beds; 16 adolescent beds; and two forensic beds. A 10-bed intensive care unit will bring total beds to 172. It had 4,609 total psychiatric and chemical dependency discharges in 2013. Buffalo General Medical Center had 91 licensed inpatient beds with 2,307 annual discharges in 2011.

In August, Dr. Michael R. Cummings, a UB assistant professor of clinical psychiatry, became the Executive Director for Behavioral Health Integration at ECMC. The position oversees the behavioral health, substance abuse and dependency treatment programs at the medical center and its affiliated clinics.

ECMC Awarded Joint Commission Accreditation *Affirms highest state-of-the-art safety and quality standards*

On January 29, 2014, Erie County Medical Center Corp. announced the Joint Commission awarded its Gold Seal of Approval®, an accreditation demonstrating compliance with its national standards for health care quality and safety in hospitals.

The accreditation award recognizes ECMC's dedication to continuous compliance with The Joint Commission's state-of-the-art standards.

ECMC underwent a rigorous unannounced on-site survey in the summer and fall of 2013. A team of Joint Commission experts evaluated ECMC for compliance with standards of care specific to the needs of patients, including infection prevention and control, leadership and medication management.

"In achieving Joint Commission accreditation, ECMC demonstrated its commitment to the highest level of care for its patients," said Mark G. Pelletier, R.N., M.S., chief operating officer, Division of Accreditation and Certification Operations, The Joint Commission. "Accreditation is a voluntary process and I commend ECMC for successfully undertaking this challenge to elevate its standard of care and instill confidence in the Buffalo-Niagara community it serves."

The Joint Commission's hospital standards address important functions relating to the care of patients and the management of hospitals. The standards are developed in consultation with health-care experts, providers, measurement experts and patients.

Founded in 1951, The Joint Commission seeks to continuously improve health care for the public, in collaboration with other stakeholders by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.

The Joint Commission evaluates and accredits more than 20,000 health care organizations and programs in the United States, including more than 10,600 hospitals and home care organizations, and more than 6,600 other health care organizations that provide long-term care, behavioral health care, laboratory and ambulatory care services.

The Joint Commission also certifies more than 2,400 disease-specific care programs such as stroke, heart failure, joint replacement and stroke rehabilitation, and 400 health care staffing services.

Founded in 1951, The Joint Commission seeks to continuously improve health care for the public, in collaboration with other stakeholders, by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value. The Joint Commission evaluates and accredits more than 18,000 health care organizations and programs in the United States. An independent, not-for-profit organization, The Joint Commission is the nation's oldest and largest standards-setting and accrediting body in health care. Learn more about The Joint Commission at www.jointcommission.org.

Cancer Care at ECMC – reaching out into the community!

ECMC Lifeline Foundation and our Mobile Mammography Coach had a very busy October as we worked to spread the word about the importance of screenings and the early detection of cancer.

Over \$50,000 Raised from Cancer Awareness Events

ECMC Lifeline Foundation and our Mobile Mammography Coach had a very busy October as we worked to spread the word about the importance of screenings and the early detection of cancer. Many thanks to everyone from ECMC and their family members who volunteered their time at numerous events throughout the month to support us. Billie events in partnership with the Buffalo Bills and ADPRO Sports included turning Niagara Falls “pink” with an auction and party at the Hard Rock Café; selling “pink” cookies donated by Wegmans at the Buffalo Bills game on October 12th and where ECMC employee and patient breast cancer survivors were saluted on the field. The WNY High School Football Billie Challenge with over two dozen schools participating in the challenge; turning their sidelines pink all October long. Springville Griffith Institute was the top fundraising school raising just under \$4,000 to support the Mobile Mammography Coach.

Hockey Fights Cancer

The Buffalo Sabres teamed up with Tim Hortons for a Hockey Fights Cancer donut promotion on November 3rd to benefit the ECMC Lifeline Foundation and cancer care at ECMC. Sabres Marcus Foligno and Cody Hodgson visited with ECMC patients and ECMC volunteers supported the Hockey Fights Cancer night at the arena. Over \$20,000 was raised during the promotion for Lifeline.

ECMC hosted *A Crucial Catch Day* to provide Women in the Buffalo area with Breast Cancer Screenings and FREE Cancer Education/Workshops

ECMC hosted *A Crucial Catch Day – Your Day to Fight Breast Cancer* community health event to provide women in the Buffalo area with life-saving breast cancer screenings and free cancer awareness workshops. The event was held on Saturday, October 25, 2014, at the Ambulatory Center building (under a big tent) on the ECMC Health Campus. Women attended the free event to learn more about ways to reduce their risks and the importance of detecting cancer early. Workshops were free and presented by national and local experts and clinicians to bring improved awareness about Breast, Cervical, Colorectal and Skin Cancer as well as Nutrition.

This event was made possible through a grant from the American Cancer Society and the National Football League. The NFL's A Crucial Catch initiative provides funding to support increased access to breast cancer education and screening resources in underserved communities through the American Cancer Society's Community Health Advocates implementing National Grants for Empowerment (CHANGE) program.

ECMC awarded Three-Year CARF Accreditation for Medical Rehab Program

In July, CARF International announced that Erie County Medical Center (ECMC) Corporation has been accredited for a period of three years for its Medical Rehabilitation program. This is the first accreditation that the international accrediting body, CARF (Commission on Accreditation of Rehabilitation Facilities) has awarded to Erie County Medical Center Corporation.

This accreditation decision represents the highest level of accreditation that can be awarded to an organization and shows the organization's substantial conformance to the CARF standards. An organization receiving a Three-Year Accreditation has put itself through a rigorous peer review process. It has demonstrated to a team of surveyors during an on-site visit its commitment to offering programs and services that are measurable, accountable, and of the highest quality.

"This accomplishment is exceptional," stated Richard C. Cleland, President/Chief Operating Officer and Interim Chief Executive Officer, ECMC Corp. "This recognition is clear evidence that our rehab patients are receiving the best medical rehabilitation care available anywhere in the country. This accreditation is a confirmation of the expertise and dedication of our entire rehabilitation staff of physicians, nurses and therapists. I would like to specifically recognize for their leadership: Peggy Cieri, RN, Unit Manager; Michael Abrams, PT, Rehab Supervisor; Mark Livecchi, MD, Clinical Director; Dawn Walters, RN, Vice President, Nursing/Rehab Services; and Marie Johnson, OTR, Rehab Services Director."

CARF is an independent, nonprofit accrediting body whose mission is to promote the quality, value, and optimal outcomes of services through a consultative accreditation process that centers on enhancing the lives of the persons served. Founded in 1966 as the Commission on Accreditation of Rehabilitation Facilities, and now known as CARF International, the accrediting body establishes consumer-focused standards to help organizations measure and improve the quality of their programs and services. For more information about the accreditation process, visit the CARF website at www.carf.org.

ECMC Rehab Physicians Welch and LiVecchi now Board Certified in Traumatic Brain Injury

ECMC Department of Rehabilitation Medicine Physicians Mary Welch and Mark LiVecchi passed in 2014 the inaugural Traumatic Brain Injury (TBI) Subspecialty Board examination. Both physicians are now Board Certified in the newly recognized subspecialty by the American Board of Medical Specialties (ABMS). With these physicians now Board Certified in TBI and with ECMC's recent (July 2014) CARF (Commission on Accreditation of Rehabilitation Facilities) recognition, ECMC further confirms/enhances its expertise in Rehabilitation Medicine.

The CARF Accreditation represents the highest level of accreditation that can be awarded to an organization and shows the organization's substantial conformance to the CARF standards. An organization receiving a Three-Year Accreditation has put itself through a rigorous peer review process. It has demonstrated to a team of surveyors during an on-site visit its commitment to offering programs and services that are measurable, accountable, and of the highest quality.

ECMC Internal Medicine Center and Cleve-Hill Family Health Center earn NCQA “Patient-centered Medical Home Recognition”

During 2014, Erie County Medical Center (ECMC) Corporation announced that the National Committee for Quality Assurance (NCQA) informed ECMC that both its Internal Medicine Center and Cleve-Hill Family Health Center achieved recognition status for “Patient-Centered Medical Home (PCMH), Recognized –Level 3.”*

The effective dates of this recognition for the Internal Medicine Center began March 29, 2014 and expire March 29, 2017.

The effective dates of this recognition for the Cleve-Hill Family Health Center began December 23, 2013 and expire December 23, 2016.

“The NCQA Patient-Centered Medical Home is a model of 21st century primary care that combines access, teamwork and technology to deliver quality care and improve health,” said NCQA President Margaret E. O’Kane. “NCQA’s PCMH 2011 Recognition shows that the Cleve-Hill Family Health Center has tools, systems and resources to provide patients with the right care at the right time.”

The Patient-Centered Medical Home program reflects the input of the American College of Physicians (ACP), American Academy of Family Physicians (AAFP), American Academy of Pediatrics (AAP) and American Osteopathic Association (AOA) and others in extension of the Physician Practice Connections Program. It was developed to assess whether physician practices are functioning as medical homes and recognize them for these efforts. The Patient-Centered Medical Home standards emphasize the use of systematic, patient-centered, coordinated care that supports access, communication and patient involvement.

NCQA is a private, non-profit organization dedicated to improving health care quality. NCQA accredits and certifies a wide range of health care organizations. It also recognizes clinicians and practices in key areas of performance. NCQA is committed to providing health care quality information for consumers, purchasers, health care providers and researchers. NCQA recognizes the vital role clinicians play in advancing quality. The Recognition Programs assess whether clinicians and practices support the delivery of high-quality care. The Recognition Programs are built on evidence-based, nationally recognized clinical standards of care. The official NCQA directory of Recognized Clinicians can be accessed at <http://recognition.ncqa.org>

*Patient-Centered Medical Home™ (PCMH™) is a trademark of the National Committee for Quality Assurance.

ECMC recognized by AHA with GWTG® Gold-Plus Heart Failure Quality Achievement Award

On October 28, 2014, Erie County Medical Center (ECMC) Corporation announced that it had received the Get With The Guidelines®–Heart Failure Gold-Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American College of Cardiology Foundation secondary prevention guidelines for heart failure patients. This marks the 9th year that ECMC has been recognized with a quality achievement award.

Get With The Guidelines–Heart Failure is a quality improvement program that helps hospital teams provide the most up-to-date, research-based guidelines with the goal of speeding recovery and reducing hospital readmissions for heart failure patients.

ECMC earned the award by meeting specific quality achievement measures for the diagnosis and treatment of heart failure patients at a set level for a designated period. These measures include proper use of medications and aggressive risk-reduction therapies such as cholesterol-lowering drugs, beta-blockers, ACE inhibitors, aspirin, diuretics and anticoagulants while patients are in the hospital. Before patients are discharged, they also receive education on managing their heart failure and overall health, as well as referrals for cardiac rehabilitation.

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

"ECMC is dedicated to improving the quality of care for our heart failure patients, and implementing the American Heart Association's Get With The Guidelines-Heart Failure program helps us to accomplish this goal by tracking and measuring our success in meeting internationally-respected guidelines," said Richard C. Cleland, MPA, FACHE, NHA, President/Chief Operating Officer and Interim Chief Executive Officer, ECMC Corporation. "This recognition demonstrates that we are on the right track and we're very proud of our team."

"We are pleased to recognize ECMC for their commitment to heart failure care," said Deepak L. Bhatt, M.D., M.P.H., national chairman of the Get With The Guidelines steering committee and Executive Director of Interventional Cardiovascular Programs at Brigham and Women's Hospital and Professor of Medicine at Harvard Medical School. "Studies have shown that hospitals that consistently follow Get With The Guidelines quality improvement measures can reduce patients' length of stays and 30-day readmission rates and also reduce disparity gaps in care."

According to the American Heart Association, about 5.1 million people suffer from heart failure. Each year, 670,000 new cases are diagnosed and more than 275,000 people will die of heart failure. However, many heart failure patients can lead a full life when their condition is managed with proper medications and devices and with healthy lifestyle changes.

Get With The Guidelines[®] is the American Heart Association/American Stroke Association's hospital-based quality improvement program that provides hospitals with the latest research-based guidelines. Developed with the goal of saving lives and hastening recovery, Get With The Guidelines has touched the lives of more than 4 million patients since 2001. For more information, visit heart.org/quality or heart.org/myhealthcare.

Brick by Brick winners honored

The region's respected developers were among those honored June 9, 2014, at the 11th annual Business First "Brick by Brick" awards. ECMC's Terrace View Long-Term Care Facility was named Best Medical Complex.

ECMC Outpatient Dialysis Unit recognized with “Five-Diamond Designation” by IPRO ESRD Network of New York

The National Five-Diamond Program is designed to assist dialysis facilities in improving both staff and patient awareness of specific patient safety areas. Upon successful completion of each of the five modules, which include objectives, required activities, tools and resources, the facility is awarded a “Diamond” culminating in special recognition for a 5-Diamond Facility. ECMC Outpatient Dialysis completed all of the required 5-Diamonds. This innovative training and recognition program also assists dialysis providers in increasing awareness and building a culture of safety among patients and staff.

The National Five Diamond Program is a “Special Recognition” for ECMC’s Outpatient Dialysis Center. Champion staff members who participated in this endeavor included: Petra Reinig, Tracey Haines, Kathy Kakavand, Jen Thoms, Nadine Hoerner, and Tina Wheaton.

The IPRO End Stage Renal Disease Network of New York is a part of a greater entity which was established to help improve the quality of care that Dialysis Patients receive. Information from all over the country is reported and tracked for each CMS-Medicare approved provider of outpatient dialysis. This data is used to improve outcomes.

IPRO is the Medicare Quality Innovation Network-Quality Improvement Organization (QIN-QIO) for New York State, the District of Columbia and South Carolina, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services.

ECMC Wound Care Symposium featured distinguished Wound Care Specialist Dr. David G. Armstrong as key note speaker

On Saturday, September 20th, 2014, the Erie County Medical Center (ECMC) and the ECMC Lifeline Foundation held its third annual “Wound Care Symposium: A Multidisciplinary Approach to Wound Healing.” ECMC was able to arrange for distinguished wound care specialist Dr. David G. Armstrong to address some 100 clinicians in attendance during this conference.

David G. Armstrong, DPM, MD, PhD, is Professor of Surgery (with Tenure) at the University of Arizona. Dr. Armstrong also holds a Master’s of Science in Tissue Repair and Wound Healing from the University of Wales, College of Medicine, and a PhD from the University of Manchester, College of Medicine, where he was appointed Visiting Professor of Medicine. He also co-founded the South Arizona Limb Salvage Alliance (SALSA).

Other Wound Care Symposium 2014 presenters included: Lee Rogers, DPM; David Davidson, DPM; and Raphael Blochle, MD.

The Center for Wound Care and Hyperbaric Medicine at ECMC 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. 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.

ECMC Wound Care Center raises awareness about Diabetic Foot Ulcers

The Center for Wound Care and Hyperbaric Medicine at ECMC participated in a National Diabetes Campaign from October 27 to October 31, 2014. ECMC offers advanced therapies to patients suffering from chronic wounds like diabetic foot ulcers. Program directors across the nation dedicated the entire week to visiting local physician offices to provide education to help staff identify diabetic patients with or at risk of having ulcers of the lower extremity. There are approximately 29 million people living with diabetes in the United States. Of those, about 15 percent will develop an ulcer of the lower extremity. Left untreated, these ulcers can impair quality of life and may lead to can help to mitigate the possibility of limb loss.

ECMC Rehab Services hosts its First Annual Rehab Symposium

On Saturday, October 25th, 2014, ECMC and the ECMC Lifeline Foundation held its first "Rehab Symposium: A Multidisciplinary Approach to the Acute Care Patient." For the inaugural conference, many of the department's experienced clinicians were invited to speak on a variety of topics pertaining to rehabilitation on the acute services. The symposium idea was spurred by a lack of quality local continuing education courses for physical, occupational, and speech therapists who specialize in acute care.

Area therapists, rehab professionals, and therapy students from the community were invited to learn about some of the unique and specialty services that are available at ECMC. The keynote speaker was ECMC Rehab Services Clinical Director Dr. Mark Livecchi, who presented "Neuropharmacologic Considerations for the Acute Traumatic Brain Injury Patient." Other presenters included: Michael Abrams, PT; Tricia Vail, MS, PT; Jennifer Dombrowski, OT; Stephanie Bieber, DPT; Michael Koch, MS, OTR; Kevin Jenney, PT, DPT; Linda Mullen-Colkitt, OTR; Margaret Umhauer, NP; Lori Miller, PT, DPT, NCS; Julie Buono, PT; Margaret Frye, MA, OTR; Tracy Bentley-Root, MS, OTR; and Joseph Morrell, MD, who lectured on a variety of Rehabilitation-related topics to an eager audience.

A special guest appearance was made by a former patient, Matt Faulkner, who discussed the experiences he had during his stay at ECMC following a traumatic brain injury. Matt shared his success story from his time in the Intensive Care Unit (ICU) to the acute rehabilitation unit and to his eventual discharge home, along with some of the challenges he faced. Matt explained that the great care he received from his therapists was a contributing factor to his successful recovery. Many attendees commented that it was helpful and informative to hear about the impact of rehabilitation services from a former patient and how they laid the groundwork for his ongoing success. Additional feedback from the attendees was overwhelmingly positive, and the department is making plans for another symposium next year.

Top health care executives appointed at ECMC Corp.

Erie County Medical Center (ECMC) Corporation announced, July 29, 2014, the executive administration structure was being modified to better position the organization to respond to the changing health care environment and enhance the patient experience. In April of 2014, Richard C. Cleland, MPA, FACHE, NHA, was appointed by the ECMC Corporation Board of Directors as President/Chief Operating Officer and Interim Chief Executive Officer for the Corporation after the former Chief Executive Officer Jody L. Lomeo was named President/CEO of the Great Lakes Health System of WNY and Kaleida Health. Cleland previously served ECMC Corporation as Chief Operating Officer, and prior to that, as Senior Vice President of Operations (2006-2014). Cleland was formerly the administrator of Brothers of Mercy Nursing and Rehabilitation Center (2000-2006). He was also Director of Maintenance, Plant Operations, and Environmental Services at Brothers of Mercy (1994-2000). Cleland's history with ECMC dates back

to the late '80s and early '90s when he served as Director and Assistant Director of Cleaning Services (1988-1994).

Richard Cleland holds a Master of Public Administration from Canisius College. He has a New York State Nursing Home Administrator's license and a certification from St Joseph's College of Maine in Long Term Care Administration (2003). He earned his undergraduate degree from Buffalo State College. He is on staff at both D'Youville College (Health Services Administration) and Erie Community College (Business Administration). He is a Fellow of the American College of Health Care Executives. He was one of the first two ECMC executive administrators specially selected to participate in a nine-month Harvard University leadership development program. Cleland resides in Clarence.

Stephen M. Gary, Sr., CPA, CGMA, appointed this month as Chief Financial Officer for ECMC Corp, comes to ECMC with a vast amount of education and experience. He holds a Bachelor of Science in Accounting from St. John Fisher College and a Master of Business Administration in Finance from the Rochester Institute of Technology. In addition, he is a Certified Public Accountant. Gary's experience includes internal health system/hospital expertise serving Academic Medical Centers, Regional and National Health Systems and Teaching Hospitals as Chief Financial Officer. He has also served in the financial industry in public accounting and in national consulting practices. Gary's broad experiences include not only traditional financial roles, but also physician relations and contracting, managed care, operations management, capital formation, mergers and acquisitions, and restructurings. Gary lives in East Amherst.

Mary Laski Hoffman, RN, MBA, FACHE, appointed this month as a member of the ECMC Corp. executive team to the position of Senior Vice President of Operations at ECMC Corp., comes to ECMC with extensive health care experience and expertise. She most recently held the position of Chief Operating Officer for Lawley Benefits Group (2009-2013). Prior to that, she served as President and Chief Executive Officer of Kenmore Mercy Hospital (KMH) (2004-2009). With over 20 years of experience at Kenmore Mercy and the Catholic Health System (CHS) combined, she served in roles including Vice President of Professional Affairs for CHS (1999-2004); Vice President of Professional Services at KMH (1990-1999) and Director of Quality Review Activities at KMH (1988-1990). Mary holds a Bachelor of Science in Nursing from Niagara University and a Master of Business Administration from the State University of New York at Buffalo School of Management. She became a Fellow in the American College of Healthcare Executives (FACHE) in 2007. She lives in the Town of Tonawanda.

Rich Cleland appointed to HANYS Board

Richard Cleland, N.H.A., N.P.A., F.A.C.H.E., President/COO and Interim CEO, ECMC Corp., was unanimously approved to serve on the Healthcare Association of New York State (HANYS) Board of Trustees and complete an unexpired term in the Class of 2014. The board also approved the nomination for an additional three-year term. Rich Cleland's term started immediately and ends on December 31, 2017.

Anthony De Pinto appointed Terrace View Administrator

Anthony De Pinto, DC, holding a Doctor of Chiropractic degree from New York Chiropractic College, a license in Nursing Home Administration, and a Bachelor of Science from SUNY Empire State College, was appointed Terrace View Administrator. Anthony De Pinto is originally from Long Island. He moved to Buffalo in 2003. For the past 11 years, he served in various capacities at Elderwood Senior Care.

Phyllis Murawski appointed Transplant Administrator for the Regional Center of Excellence for Transplantation & Kidney Care at ECMC

In November of 2014, Erie County Medical Center (ECMC) Corporation announced the appointment of Phyllis Murawski, MS, BSN, RN, as Transplant Administrator for the Regional Center of Excellence for Transplantation & Kidney Care at ECMC.

“After working with the Transplant Leadership Institute to conduct a national search, Phyllis Murawski, who previously served in an interim leadership capacity since August of 2014, was identified as the strongest candidate to oversee our transplant program and move it forward,” stated Richard C. Cleland, MPA, FACHE, NHA, President / Chief Operating Officer and Interim Chief Executive Officer, ECMC Corporation.

Recognized for inspiring employees to succeed while working toward unified goals, Murawski is an experienced instructor and skilled communicator who has proven to be a team builder.

“Phyllis has proven to be a strong leader and valuable asset. She worked closely with our transplant physicians and staff to assure the reopening of our Living Donor Program,” explained Mary L. Hoffman, RN, MBA, FACHE, Senior Vice President of Operations, ECMC Corporation.

Murawski joined ECMC in February of 2014, as Assistant Vice President of Critical Care and Emergency Services. She previously held transplant positions as Vice President of Clinical Services at Unyts (2012-2014) and Director of Medical Surgical Nursing and Transplant Administrator at Kaleida Health (2008-2012).

Prior to holding top level administrative/clinical positions, Murawski served as Manager, Surgical Intensive Care and Nursing/Telemetry Units (2008-2009), Kaleida Health; Manager of Organ Services, Unyts (2004-2008); Director of Patient Services, Niagara Hospice and Palliative Care Group (2000-2004); Registered Nurse, Neurosurgical Intensive Care Unit, Millard Fillmore Gates Circle Hospital, Kaleida Health (1996-2001).

Phyllis Murawski earned a Master of Science in Executive Leadership and Change and a Bachelor of Science in Nursing from Daemen College, Amherst, New York; and an Associate of Applied Science in Nursing at Erie Community College.

Phyllis Murawski is a member of the WNY Organization of Nurse Executives (2010-present) and treasurer of American Legion Auxiliary Post 410 B. Leo Dolan (2009-present).

The Regional Center of Excellence for Transplantation and Kidney Care at ECMC is the result of the merging of two transplant programs—from Buffalo General Hospital and ECMC—into a single streamlined, highly specialized program that offers patients world class care. The mission of the Center is to provide lifesaving kidney and pancreas transplants, vascular access surgical care, hemodialysis for outpatients and inpatients, and treatment and disease management services for patients with all stages of chronic kidney disease. This concentration of services means a greater number of procedures performed, a high level of expertise among the medical staff, and the most favorable outcomes for renal patients at all levels of care.

Chris Koenig appointed TCU Administrator

Christopher Koenig holds a Doctorate in Physical Therapy, a Master of Business Administration, and a Bachelor Arts in Legal Studies, all from SUNY at Buffalo. He also holds a degree in Nursing Home Administration from Utica College. He was recently appointed Administrator of the Transitional Care Unit (TCU) at ECMC and serves in administration for the Terrace View Long-Term Care Facility.

Christopher held various positions with The McGuire Group for nearly eight years, with his most recent title as Administrator of Rehabilitation, including responsibilities over seven facilities in the northeast. He is a founding and managing partner of Rehab Ultra Consulting LLC, a division of the McGuire Group, which has assisted numerous facilities in compliance and financials for the past three years. He is also a School of Public Health Adjunct Professor for UB, teaching a course in the final year of the Doctorate of Physical Therapy program.

Dr. Gunther appointed VP of Behavioral Health

Mark Wm. Gunther, Ph.D., was appointed in 2014 to the position of Vice President of Behavioral Health. Previous to this appointment, Dr. Gunther held the position of Assistant Vice President of Behavioral Health at the Erie County Medical Center Corporation since March 2013. Prior to that, he was Administrative Psychologist (2006-2013).

Mark Wm. Gunther, Ph.D., is a clinical neuropsychologist and an assistant professor of psychiatry and clinical neurology at the State University of New York at Buffalo. Prior to completing his doctoral degree in clinical psychology from Michigan State University in 1994, he has had 15 years of experience as a NYS certified alcohol and substance abuse counselor.

Becky DelPrince appointed VP

Becky DelPrince, RN, joined ECMC as Vice President of Systems and Integrated Care effective September 8th, 2014. She is responsible for integrating the functions of Case Management, Utilization Review, Discharge Planning and Social Work to support optimal clinical and financial outcomes while ensuring safe discharges.

Becky came to ECMC with over 28 years of relevant nursing and case management experience. She has an Associate's Degree in Nursing from Trocaire College as well as a Bachelor of Science in Nursing from SUNY Buffalo. Becky has worked as a Staff Nurse, Charge Nurse, Case Manager and as the Director of Care Management at Kenmore Mercy Hospital for the last 15 years. In this role she developed a comprehensive Care Management program for the hospital while serving as an active member of the hospital's administrative team and Catholic Health Systems Care Management department.

Judy Dobson appointed Assistant Director of Nursing

Judy Dobson, RNFA, MSN, FNP-BC, has been appointed as the new Assistant Director of Nursing in the Medical Surgical Units. Judy began her career at ECMC 25 years ago as a General Duty Nurse in the Trauma Intensive Care Unit before taking on the role of Cardiothoracic Nurse Clinician, followed by Unit Manager on the 12th Floor, Zone 2, then transitioning to a Nurse Practitioner role in Cardiovascular Services and Renal Transplant. Judy received her Bachelor of Science in Nursing (BSN) from D'Youville College. She went on to receive her Master's degree as a Family Nurse Practitioner from D'Youville College, obtaining Board certification. She also holds a Registered Nurse First Assistant from the

University of Rochester. She holds certifications in Basic Life Support (BLS); Advanced Cardiac Life Support (ACLS); Advanced Trauma Life Support (ATLS); and Pediatric Advanced Life Support (PALS). ECMC welcomes Judy to her new position.

PAL Honors ECMC Foundation Executive Director for Outstanding Service

The Police Athletic League of Buffalo (PAL) honored ECMC Lifeline Foundation Executive Director Susan M. Gonzalez with its Lifetime Achievement award during ceremonies December 15th. Susan was recognized for her role in making the Buffalo PAL a model for the nation during her tenure there as Executive Director. Susan Gonzalez accepted the PAL of Buffalo Lifetime Achievement Award from Russell J. Salvatore and PAL Board Chair Kate Masiello.

ECMC Employee of the Year

Daryl Ervolina has been a staff pharmacist in the inpatient pharmacy since 1991. During his 22 years at ECMC, he has grown in his position. Besides his staff pharmacist responsibilities, Daryl currently provides clinical pharmacy services within The Regional Center of Excellence for Transplantation and Kidney Care on the ECMC Health Campus.

Daryl counsels the outpatient transplant patients on their medications and also offers advice on their lifestyle after the transplant. Daryl's easy going demeanor makes him a perfect candidate to work with the outpatients because he listens, not only to the patients, but to the staff as well, so he can offer his patients information that is meaningful and pertinent to their individual situations.

Daryl's professionalism, self-motivation, caring concern and compassion are reasons why he is so respected by those with whom he works.

Always willing to take on new challenges, Daryl is currently working towards his Doctor of Pharmacy Degree through the University of Florida.

ECMC Nurses of the Year

ECMC Nurse of Distinction

Mary Molly Shea, RN, MSN, SANE, LNC began her career as a Medical Surgical Nurse at ECMC in 1989. Throughout the years she has developed quite the repertoire working on the coronary care unit, and as a nursing team leader on both a Medical Surgical Unit and Long Term Care Ventilator Unit. Molly then advanced to Assistant Director of Nursing Long Term Care. Presently she works as a Unit Manager of an Acute Medical Surgical Unit.

Over her years as a nurse, she has developed and shared her leadership skills. Mentorship is a quality she possesses, and she promotes a sense of ownership amongst all staff. The patient's experience is always at the forefront, as Molly continuously strives to ensure that each and every patient is offered the highest quality of care. Molly exemplifies ECMC's mission and vision, and transcends this to her co-workers and staff.

Molly has taken the initiative to complete the Sexual Assault Nurse Examiner (SANE) Training that parallels her devotion to all patients. Molly started an initiative with the victims of sexual assault fondly

termed the “Healing Threads.” This is an outreach program established for women who have been victimized and are in need of comfort and healing. The thread is the common bond that holds women together. The Healing Threads program demonstrates how Molly’s ideas and visions extend throughout the ECMC family.

Molly strives to ensure that each and every patient is provided with the highest quality of care and compassion. Her commitment and dedication to patient-centered care has earned her the honor of being recognized as an *ECMC Nurse of Distinction*.

ECMC Outstanding Staff Nurse

Lynne Golombek, RN, Charge Nurse, has been an exemplary employee since she began at ECMC as a staff nurse in 2006. After two years as a staff nurse and mentor for new employees, she was promoted to the role of Charge Nurse. She has what is needed to improve the function of the unit. Not only does Lynne provide exceptional care to her patients, she is able to do this while orchestrating the admissions, discharges and other challenges that occur simultaneously on the unit. Her smile, enthusiasm and professional manner have contributed to the overall improvement in patient satisfaction on the unit.

Lynne is the lead educator for the Joint Replacement Education Class. She was instrumental in developing, organizing and teaching the class as the nursing representative for the last two years. Lynne not only teaches the class, but interacts with the patients prior to their hospitalization, often calming fears and answering questions from those who have never even been hospitalized. Teaching is one of Lynne’s areas of expertise, and she does not just stop with teaching patients. Mentoring new staff: nurses, students, interns, and/or residents, is one of Lynne’s specialties. She also speaks during physician orientation at the University at Buffalo annually.

Lynne has volunteered at the Susan G. Komen Race for the Cure for the last three years. She supports ECMC and nursing within the community. Lynne is also an advocate for ECMC’s “Comfort Cart” which was established in 2010. The Comfort Cart is designed to assist patients with relaxation items to enhance their hospital stays. These include such items as magazines, lip balm, ear plugs, and backscratchers. Lynne truly cares about her patients and their families.

Lynne is able to communicate extremely well and is a sincere patient advocate. She does not hesitate to take any opportunity to teach patients and their families during their stay. Lynne has an infinite well of empathy and patience. She effortlessly “connects” to every one of her patients. Lynne’s dedication and commitment to patient care has earned her the honor of being recognized as an *ECMC Outstanding Staff Nurse*.

Volunteer of the Year

Linda Mack has been a member of the Volunteer Board since 2010. She is always willing to work and helps out at the Gift Shop and all lobby sales. She also functions on the Volunteer Executive Board as Gift Shop Coordinator. Last year, Linda logged countless hours of meetings and preparation for the grand opening of the Gift Corner. She is also a past coordinator of the annual Fashion Show. Linda is retired from UB where she was in charge of graduate students. She is a grandmother and married with two adult children. Linda enjoys gardening, shopping, plays and festivals. Thanks, Linda, for the excellent job you have done in helping out at ECMC!

The DAISY Award for Extraordinary Nurses 2014

Erie County Medical Center participates in a nursing recognition program called The DAISY Award for Extraordinary Nurses. The DAISY Award for Extraordinary Nurses recognizes the very special work nurses do every day. The award is given to outstanding nurses in more than 315 hospitals across the country. Mary Lynch, RN, was recognized as a winner of the Daisy Award. ECMC received a letter from the daughter (Debra Gossel) of a patient to nominate Mary for this award. Ann Bryant, RN, was nominated and selected for a Daisy Award because she recognized that a patient required special life-saving attention and evaluation.

Geriatric Inpatient Consult Service

ECMC and UBMD Internal Medicine Partnering

A new Geriatric Inpatient Consult Service at ECMC is being spearheaded by Susan Glose, PhD, ANP. An employee of UBMD Internal Medicine (UBMDIM), she will be working closely with Bruce R. Troen, MD, division chief of Geriatrics and Palliative Medicine at UBMDIM. They are collaborating with hospitalists at ECMC, led by Rebecca K. Calabrese, MD, director of UBMDIM's Hospitalist Program and members of the practice's General Internal Medicine Division.

A preliminary goal of the consult service is to work with the hospitalists to enhance care for frail elders. Once the service is fully established, they will assist with additional patients throughout the hospital.

Glose is an adult health nurse practitioner with her PhD in Health Practice Research and a master's degree in nursing administration. She is a nurse practitioner with UBMD Internal Medicine and an assistant professor in UB's Department of Medicine. She completed her undergraduate work in nursing at D'Youville College. Dr. Glose completed her doctorate at the University of Rochester's School of Nursing and her master's of science in nursing administration and post master's certificate in adult health nurse practitioner at UB.

Troen is division chief of Geriatric and Palliative Medicine at UBMD Internal Medicine and UB's Department of Medicine in the School of Medicine and Biomedical Sciences where he is a professor. "Given her experience and capabilities, we are looking forward to Susan playing an important role in patient care, education, and research (the academic trifecta!)," Troen stated. "This partnership with ECMC is an important step in improving patient care and advancing education about geriatric concerns."

"Making Connections: A Program to Raise Awareness about Domestic Violence"

ECMC hosted the program, "Making Connections: A Program to Raise Awareness about Domestic Violence," on Wednesday, October 15th, 2014. A documentary – "Crime After Crime: The Battle to Free Deborah Peagler" was shown, followed by a panel discussion.

The program included: Welcome by Rich Cleland, President, COO & Interim CEO, ECMC Corp.; Invocation and Benediction by Pastor Marquitta Whitehead, Pastoral Care, ECMC; Program Remarks from Dr. Catherine Collins, Host Women's Health Radio Show; Program Overview, Rita Hubbard-Robinson, JD, Director Institutional Advancement, ECMC Lifeline Foundation; Film titled "Crime After Crime: The Battle to Free Deborah Peagler;" Introduction of Panel Moderator by Rita Hubbard-Robinson, JD; Acknowledgements by Dr. Catherine Collins.

A panel discussion was moderated by Lieutenant Stacy Lewis, MBA, Buffalo Police Dep. Panelists included: Officer Tabitha Pitts, Police Officer, Buffalo Police Dept.; Honorable Lisa Block Rodwin,

Family Count Judge, Erie County, NY; Honorable Susan Eagan, Judge, Buffalo City Court, NY; Mary Travers, Executive Director, Family Justice Center of Erie County; Robyn Wiktorski-Reynolds, LMSW, Advocate Program Coordinator, Crisis Services; Joan Paxon, Program Administrator, NYS Office for the Prevention of Domestic Violence; Katie Joyce, Executive Director, Haven House; Karen Beckman, MS, RN, SANE-A, Clinical Nurse Specialist, Emergency Services, ECMC.

This event was co-sponsored by ECMC Corporation and the Women's Health Radio Show with Dr. Catherine Collins.

Springfest 2014

A sell-out crowd of over 1500, a transformed venue, and 5 musical acts made for another memorable Springfest Gala. The 25th annual fundraiser for Lifeline Foundation was held May 10th at the Buffalo Niagara Convention Center.

While Sax Man Slim serenaded outside, Jack Civileto entertained inside as hundreds of members of the ECMC Community arrived for a night of celebration. The smooth sounds of the Bobby Militello Jazz Quartet filled the air as guests made their way to the reception featuring appetizers from Russell's, Steaks, Chops and More; Salvatore's Italian Gardens and SoHo.

After dinner the spotlight shone on the 2014 Distinguished Service Honorees: Dr. Joseph Kowalski and Karen Ziemianski, RN, MS from ECMC and Robert Gioia of the The John R. Oishei Foundation.

Lifeline Foundation Board Chair Jon Dandes then directed the crowd's attention to the main stage where Kool and the Gang (including two Buffalo natives) gave an electrifying performance and had the dance floor packed for 90 minutes. Total Eclipse and the Buffalo Horns closed the evening out in style.

Springfest Gala '14; presented by LP Ciminelli with major support from AT&T, Saturn Radiology and WNY Imaging and Russell's Steaks Chops and More went down in the record books as the most successful Springfest Gala in the history of the Foundation.

Unyts and ECMC officially launch *Donate Life Month* (April) 2014

The Regional Center of Excellence for Transplantation & Kidney Care at ECMC and Unyts joined together to launch "Donate Life Month." ECMC and Unyts recognized those who have donated organs and created a greater awareness of the need for organ donation. The events held to kick-off "Donate Life Month" featured the raising of the Donate Life Flag in front of the Main Hospital entrance, a press event in ECMC's Smith Auditorium, followed by a reception with food and beverages where everyone gathered afterwards.

7th Annual Summer Youth Program

Over 100 teens from across Western New York had the opportunity to get a firsthand look inside the health care industry this summer as part of the ECMC Summer Youth Program. Now in its 7th year, the program is designed to offer young adults an introduction to health care professions. The four week program was sponsored in part by the City of Buffalo Mayor Summer Youth Program; the Buffalo Renaissance Foundation and ECMC Lifeline Foundation. Nearly 3 dozen ECMC departments and units participated in the program. A field trip was offered to Erie Community College, North Campus to learn about the health care programs that are offered. Interns participated in workshops on careers, health and

injury prevention. Upper classmen received a certificate in CPR. The program concluded with an Awards Ceremony at the Math Science Technology Preparatory School with a presentation by ECMC Corp President/COO and Interim CEO Rich Cleland and Jennifer Frustino, DDS, PhD. Awards were presented to interns that were nominated by their departments for exemplary service.

Erie County Medical Center Opens All New Great Lakes Café

Modern customer-centric dining space provides diverse and nutritious culinary offerings

On June 25, 2014, ECMC unveiled an entirely new cafeteria now called the Great Lakes Café, with a formal grand opening and ribbon cutting ceremony held June 24th. The renovation, completed in partnership with Morrison Senior Living, the leader in food, nutrition and hospitality services for the senior living industry, marks the healthcare organizations' latest strides to deliver quality, patient-centric experiences.

“Creating a positive atmosphere for our patients, their families and our staff is top priority,” said ECMC President/Chief Operating Officer and Interim Chief Executive Officer Richard C. Cleland, MPA, FACHE, NHA. “We wanted our café to be as diverse as the people we serve, so having a range of nutritious dining options proved key. Equally important is having a sleek and modern space that enables interactive opportunities for engagement and great customer service.”

The newly renovated space includes updated flooring, lighting, tables, chairs and an overall fresh contemporary design, creating an inviting space for patients, staff and visitors. Culinary offerings at the new Great Lakes Café include the: 2.mato Italian cuisine, Create made-to-order concept, So Deli, Crisps salad bar, Morrison Classic, Bake Shoppe by Rich Products Corporation and the all new Tex-Mex inspired Austin Grill.

“For us, the opportunity to help ECMC further its mission of providing top quality experiences for its patients has been greatly rewarding,” said President of Morrison Senior Living, Kevin Svagdis. “By extending their patient-centric approach into their dining offerings, ECMC is showcasing their depth and range as a healthcare partner. We wish them continued success with the Great Lakes Café and in their overall pursuit of excellence.”

ECMC Farmers' Market 2014

The 5th year of the Farmers' Market at Grider provided a little something for everyone. From fresh fruit and vegetables to healthy living seminars the Farmers Market at Grider was THE place to be on Fridays this summer. The Market opened on May 30th drawing a crowd from the Grider-Delavan Community as well as employees from the ECMC Health Campus anxious to sample 2014 offerings. Veteran vendors were joined by new additions this year as we worked to broaden the appeal of the Market to include more variety. Organic foods, fresh baked goods, farm fresh fruits and vegetables along with flowers and freshly prepared foods were all part of this year's offerings.

The Market's mission is to provide a neighborhood based place that offers a variety of approaches to healthy living to improve the well-being of the Delavan-Grider and ECMC Health Campus community. The market serves an invaluable purpose; to offer fresh, healthy food options to a segment of our community that is starved for such opportunity. Food Trucks also played a big part in drawing in visitors and encouraging them to spend their lunch hour at the Market.

While the food offerings were certainly an enticing draw, it was the many activities that kept the crowds engaged. All were designed to promote health, wellness and safety in a fun, interactive way. Each week featured a cooking lesson and different type of low-impact interactive workout. Health and wellness information was made readily available from a number of partners. In all over 3,000 visitors enjoyed the Farmers' Market at Grider during 2014.

The Market was sponsored in part by M&T Bank, The Baird Foundation, and Erie County Sheriffs PBA.

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

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, 2014 and 2013
(000's omitted)

	2014	2013
Operating revenues:		
Net patient service revenue (net of provision for bad debts of \$25,397 in 2014 and \$23,711 in 2013)	\$ 431,724	\$ 379,955
Disproportionate share revenue	65,883	61,786
Other operating revenue	17,082	26,202
Total operating revenues	514,689	467,943
Operating expenses:		
Payroll, employee benefits and contract labor	283,769	270,515
Professional fees	65,971	54,009
Purchased services	42,104	35,835
Supplies	68,933	64,160
Other operating expenses	15,452	13,972
Depreciation and amortization	29,168	20,219
Total operating expenses	505,397	458,710
Operating income	9,292	9,233
Non-operating revenues (expenses):		
Investment income	3,164	8,552
Interest expense	(8,350)	(8,337)
Grant revenue and other	20	(322)
Total net non-operating (expenses) revenues	(5,166)	(107)
Excess of revenues over expenses	4,126	9,126
Transfers to related parties, net	(1,103)	(1,135)
Total change in net position	3,023	7,991
Net position – beginning of year	116,008	108,017
Net position – end of year	\$ 119,031	\$ 116,008

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

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, 2014 and 2013
(000's omitted)**

ASSETS	2014	2013
Current assets:		
Cash and cash equivalents	\$ 6,251	\$ 8,235
Investments	3,270	2,394
Assets whose use is limited	12,529	30,387
Patient accounts receivable, net	51,491	50,004
Other receivables	67,183	50,388
Supplies, prepaids and other	9,747	8,020
Total current assets	150,471	149,428
Assets whose use is limited	106,168	110,833
Capital assets, net	288,997	289,224
Other assets, net	31,286	9,109
Total assets	\$ 576,922	\$ 558,594
LIABILITIES AND NET POSITION		
Current liabilities:		
Current portion of long-term debt	\$ 8,137	\$ 7,226
Accounts payable	34,076	37,359
Accrued salaries, wages and employee benefits	22,274	19,689
Accrued other liabilities	34,608	22,041
Deferred revenue	6,323	-
Estimated third-party payor settlements	20,510	22,133
Total current liabilities	125,928	108,448
Long-term debt, net	166,579	173,129
Self-insured obligations	165,384	161,009
Total liabilities	457,891	442,586
Net position:		
Net investment in capital assets	122,492	120,480
Restricted:		
For debt service	11,201	11,049
Unrestricted	(14,662)	(15,521)
Total net position	119,031	116,008
Total liabilities and net position	\$ 576,922	\$ 558,594

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

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 2014.
 \$2,585,000 of bonds matured or were redeemed in 2014.
 \$87,500,000 of 2004 bonds remain outstanding at December 31, 2014.

Erie County Senior Revenue Bonds, Series 2011

No bonds were issued, called, or re-financed during 2014.
 \$4,640,751.30 of bonds were redeemed in 2014.
 \$85,629,052.44 of 2011 bonds remain outstanding at December 31, 2014.

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>M.I.</u>	<u>POSITION</u>	<u>AMOUNT</u>
Amsterdam	Daniel		Director Laboratory	\$ 160,207.22
Bystrak	Cathy		Charge Nurse	121,799.88
Cleland	Richard		Chief Executive Officer ECMC	456,384.47
Darling-	Mollyann		Charge Nurse	157,383.22
Dashkoff	Neil		Medical Specialist	115,283.60
DelGuidice	Natalie		Clinical Pharmacy Specialist	120,815.09
Desai	Priyanka		Pharmacist ECMC	111,849.87
Forgensi	Stacey		Anesthetist	154,217.33
Furnari	Graziella		Clinical Pharmacy Specialist	114,506.86
Gallineau	Anne-Marie		Clinical Resource Nurse	101,758.75
Hepburn	Jeremy		Unit Manager Medical-Surgical	103,685.51
Kalita	Michael		Pharmacist - Clinical Informatics	101,483.73
Kos	Maryann		Assistant Head Nurse	122,657.69
Ksiazek	Susan		Dir Of Med Staff Quality	133,722.21
Mazur	Christopher		Pharmacist ECMC	107,751.16
Montesano	Susan		Nurse Case Manager	107,708.72
Quatroche Jr.	Thomas		Sr VP, Planning, Mktg, Bus. Dev.	219,813.92
Schwab	Linda		Trauma Program Manager	109,654.81
Bliss	Mary	A	General Duty Nurse	136,074.60
Brown	Dana	A	Anesthetist	182,521.47
Caruana	Joseph	A	Attending Physician	309,692.13
Daurelio	Deborah	A	Nursing Care Coordinator	109,429.60
Gerwitz	Randy	A	Director Pharmacy	149,256.11
Green	Karen	A	Nursing Supervisor LTC	104,920.17
Hall	Sarah	A	Pharmacist ECMC	108,942.45

**ECMC Corporation Annual Report as required by New York Public
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Hartman	Sandra	A	Nursing Care Coordinator	105,933.27
Hastings	Lisa	A	Anesthetist	175,178.70
Hoerner	Audrey	A	Nurse Practitioner Burn	113,844.97
Kiblin	Patricia	A	Unit Manager Medical-Surgical	109,176.84
Mailloux	Justine	A	General Duty Nurse	116,183.23
Michaliszyn	Krystyna	A	Blood Bank Supervisor	101,696.09
Murawski	Phyllis	A	Transplantation Administrator	125,995.63
Neff	Melissa	A	Unit Manager Cardiac Cath Lab	112,455.11
Nola	Kathleen	A	Charge Nurse	101,379.00
Reed	Kristine	A	Nurse Clinician Renal	110,713.11
Rossitto	Rachael	A	Senior Dentist	205,960.44
Schwanekamp	Karen	A	Anesthetist	181,795.53
Stroud	Kerry	A	Nursing Care Coordinator	110,310.49
Syed	Masroor	A	Anesthesiologist ECMC MC	471,615.46
Syracuse	Wendy	A	General Duty Nurse	100,151.70
Szejnar	Michael	A	General Duty Nurse	104,331.12
Tucker	Nancy	A	Asst VP Compensation Benefits	125,336.68
Umhauer	Margaret	A	Sr Nurse Practitioner-Neurology	103,035.18
Weber	Barbara	A	Nursing Team Leader Radiology	109,507.56
Weiss	Katherine	A	Pharmacist ECMC	125,189.13
Ziemianski	Karen	A	Senior VP of Nursing	253,191.21
Feidt	Leslie	A.	Chief Information Officer ECMC	190,292.72
Gerretsen	Carly	A.	Nurse Practitioner Plastic/Recon	104,698.47
Henry	John	B	VP Transplantation & Renal Care	102,057.96
Johnson	Maureen	B	General Duty Nurse	110,176.78
Siskin	Stewart	B	Pharmacist ECMC	103,292.11
Cassetta	David	C	Charge Nurse	136,912.75
Korff	Kathryn	C	Junior Dentist	109,419.90
Osmola	Joann	C	Senior Hematology Tech	152,510.14
Ott	Michael	C	Clinical Coord. Pharmacy	122,243.15
Stolarski	Shirley	C	Senior Pharmacist ECMC	123,773.76
Brock	Carole	D	Anesthetist	181,067.70
Klenk	Scott	D	Anesthetist	176,812.42
Mitchell	Shawn	D	General Duty Nurse RPT	113,471.98
Swygert	Michelle	D	Nursing Care Coordinator	105,428.20
Bailey	Steven	E	Nursing Supervisor LTC	102,349.17
O'Hara	Kathleen	E	VP Human Resources ECMCC	202,387.28
Rice	Charles	E	Administrator LTC	124,051.85
Shea	Mary Molly	E	Unit Manager Transitional Care	105,186.80
Sperry	Howard	E	Clinical Director Medicine	257,493.74
Victor-	Ann	E	VP Patient Advocacy	122,845.40
Ferguson	Richard	E.	Clinical Director RPT	288,736.48
Shisler	Tomi	E.	Nurse Practitioner-Transplant	110,053.52
Cavaretta	Mark	F	Attending Physician	282,693.22
Grzebinski	Jane	F	Pharmacist ECMC	115,988.81
Keppel	Franklin	F	Charge Nurse	101,297.83

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Flynn	Douglas	G	AVP Facility Construct. Maint.	143,548.09
Gerard	David	G	Senior Pharmacist ECMC	125,518.04
Agro	Chanda	G.	Nurse Practitioner Plastic/Recon	\$ 101,578.52
Hearon	David	H	Charge Nurse	113,254.97
Huefner	Paul	H	Director Finance ECMC	126,324.27
Steinhart	Lorne	H	Special Asst to CEO	104,145.78
Muenzner	Paul	H.	Director of Physician Contracting	133,318.51
Davis	Howard	I	Anesthesiologist ECMC MC	454,295.98
Shapiro	David	I	Anesthesiologist RPT MC	232,562.42
Anders	Mark	J	Medical Specialist	105,001.50
Colucci	Anthony	J	General Counsel RPT	407,112.45
Diina	David	J	Nurse Practitioner Rehab	114,726.15
Hill	Tara	J	Charge Nurse	176,439.08
Jensen	Erik	J	Anesthesiologist ECMC MC	488,739.61
Krawiec	Ronald	J	Senior VP of Operations ECMC	270,709.82
Ludlow	Charlene	J	VP of Safety & Security	158,874.71
Manning	Jeremy	J	General Duty Nurse	110,783.44
Pilat	Cynthia	J	Charge Nurse	103,387.19
Sacks	Andrew	J	Anesthesiologist RPT MC	293,493.92
Sammarco	Michael	J	Chief Financial Officer ECMC	395,940.96
Strek	Richard	J	Senior Hematology Tech	118,159.09
Tarbell	Ross	J	Senior Pharmacist ECMC	122,566.02
Zakrzewski	Thomas	J	Nursing Supervisor LTC	106,700.04
Flynn	William	J.	Clinical Director	126,500.00
Dhillon	Jaspreet	K	Attending Physician RPT	231,071.60
Walters	Dawn	K	VP Nursing & Rehabilitation	173,655.92
Weibel	Paula	K	Pharmacist ECMC	107,527.67
Burridge	Suzanne	L	Pharmacist ECMC	109,029.32
Cherkis	Jennifer	L	Transplant Coordinator	105,764.65
Cronkhite	Jennifer	L	Director of Nursing Service LTC	105,509.30
Cudzilo	Deborah	L	VP Revenue Cycle	138,334.40
Dobson	Judy	L	Assist. Dir., Nursing, Medical-	115,854.97
Frustino	Jennifer	L	Junior Dentist	180,769.05
Hall	Petra	L	Charge Nurse	113,238.08
Hoffman	Mary	L	Senior VP of Operations ECMC	112,115.14
Lauer	Sandra	L	Clinical Patient Advocate	104,626.64
Lomeo	Jody	L	Chief Executive Officer ECMC	319,019.42
Schmidt	Cameron	L	Clinical Teacher	117,458.85
Skomra	Richard	L	Chief Anesthetist	217,127.23
Tornambe	Lynne	L	Pharmacist ECMC	109,415.79
Bialy	Michele	L.	Anesthetist	178,693.89
Paolini	Karen	L.	Nurse Practitioner Transplant	113,399.19
Beckman	Karen	M	Clinical Nurse Specialist ER Svcs	108,231.42
Brown	Donna	M	Associate Hospital Administrator	102,326.50
Cieri	Margaret	M	Unit Manager Rehab Medicine	104,022.20
Clark	Deborah	M	Asst Director Imaging Services	117,994.02

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Cramer	Peggy	M	VP Trauma Emergency Services	165,296.83
DiCanio	Carla	M	Director of Labor & Employee	102,804.70
Ervolina	Daryl	M	Pharmacist ECMC	116,067.71
Gary	Stephen	M	Chief Financial Officer ECMC	191,250.53
Hunter	Dorothy	M	Charge Nurse	142,166.99
Kordasiewicz	Lynn	M	Nurse Practitioner Wound Care	106,659.42
Mentecky	Donna	M	Senior Pharmacist ECMC	125,603.38
Murray	Brian	M	Medical Director ECMC	416,912.54
Oddo	Donna	M	Unit Manager Emergency	108,023.31
Palczewski	Dolores	M	Chief Hematologist	105,582.99
Pigeon	Christine	M	Nursing Team Leader	103,163.07
Resetarits	Christopher	M	Anesthetist	153,203.94
Rojek	Janet	M	Pharmacist ECMC	113,711.55
Roland	Lynnette	M	Nursing Team Leader LTC	102,597.98
Schunke	Katrina	M	Pharmacist ECMC	114,972.31
Stegemann	Philip	M	Chief of Orthopedic Surgery	116,247.06
Vacanti	Jason	M	General Duty Nurse	106,685.13
Whitehead	Lynn	M	Clinical Teacher	121,607.55
Zimpfer	Anne	M	Charge Nurse	114,411.46
Barone	Kathleen	M.	Nurse Practitioner Transplant PT	100,489.00
Kimori	Everesto	M.	Charge Nurse	105,929.62
Kwaizer	Anna	M.	Anesthetist	160,127.83
Madoo	Kevin	M.	Director Plant Operations	100,001.20
Stercula	Edna	M.	Anesthetist	172,491.74
Plotkin	Scott	N	Anesthesiologist ECMC MC	458,504.11
Cumbo	John	N	Director of Technical Services	141,431.86
Lehman	Leorosa	O	Asst Director Clinical Lab	125,154.06
Robinson	Constance	O	Nursing Supervisor LTC	103,589.40
Dolansky	Evan	P	Pharmacist ECMC	109,309.79
Myers	David	P	Anesthesiologist ECMC MC	460,256.63
Pone	Entela	P	Medical Director rheumatology	189,804.80
Sands	Robert	P	Anesthesiologist ECMC MC	463,469.56
Eichner	John	P.	Controller	105,237.25
Arnold	William	R	Nursing Informatics Mgr	108,441.83
Loree	Thom	R	Clinical Director	722,220.07
Popat	Saurin	R	Attending Physician Con PT	266,780.31
Reynolds	Katrina	R	Charge Nurse	103,306.71
Rzepkowski	Neal	R	Assistant Medical Immuno	160,210.40
Sloma	Bonnie	R	VP of Ambulatory and	128,316.89
Steward	Kevin	R	Nursing Care Coordinator	104,654.68
Vail	Robert	R	Healthcare Information Security	118,615.78
Przespolewski	Eugene	R.	Pharmacist ECMC	107,224.27
Ahmed	Mohamed	S	Medical Specialist PT	173,265.00
Burke	Mark	S	Attending Physician	510,319.15
Konikoff	Karen	S	Nurse Practitioner ECMC	122,501.47
Nasca	Maureen	S	Chief of Service Dentistry	325,768.30

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Wilde	Colleen	S	Unit Manager Post Anesthesia	106,735.95
Gorczyński II	Thomas	S.	PACS Administrator	105,220.82
Kabacinski	Joseph	T	Asst Director Administration	107,170.08
Turner	James	T	VP Surgical Services	167,017.29
Zivis	Elizabeth	T	Privacy Officer	104,588.24
Santiago	Juan	T.	AVP Support Hospital Services	112,672.43
Moessinger	Lawrence	V	Director Info. System Devel.	104,897.89
Everett	Charles	W	Anesthesiologist ECMC MC	463,502.00
Hunter	Thameena	Z	Nursing Care Coordinator	102,376.90

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

<i>Project</i>	<i>Project Duration</i>	<i>Project Cost</i>
Behavioral Health Center of Excellence	2013, completed in 2014	\$24 million
Ambulatory Center Fit Out, Floors 2 & 3	2013, completed in 2014	\$17 million
Hospital Cafeteria & Kitchen Renovations	January to June 2014	\$2 million
Emergency Generator & Fire Alarm Infrastructure Improvement Project	March to August 2014	\$1.8 million
GI Lab Renovation Project	July to December 2014	\$750 thousand
Site Signage Project	July to November 2014	\$725 thousand
6 th Floor, Zone I Medical/Surgical Inpatient Unit Renovations	Begun July 2014	\$2.7 million
6 th Floor North Renovations to Orthopaedic Inpatient Unit	Begun August 2014	\$6.8 million
Lifeline Foundation Suite Renovations	Begun September 2014	\$400 thousand
Medical-Dental Staff Officer Suite	August to November 2014	\$50 thousand
Nurse Call System Replacement Project	Begun October 2014	\$1 million

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

- (i) The Corporation holds no real property that it intends to dispose of which has a fair market value greater than \$15,000.
- (ii) The Corporation owns approximately 68 acres of land at 462 Grider Street, Buffalo, NY 14215, which constitutes the ECMC Hospital Health Care campus.
- (iii) No real property was disposed of in 2014.

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 2013. Additionally, there were no significant deficiencies reported in 2013 that required management attention during 2014.

I-10.) ECMC Corporation Internet Web Site: 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 602 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™*.

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, and to provide management services to them, as needed. The accounts of PPC Strategic Services LLC are consolidated into the accounts of the Corporation as of, and for the years ended, December 31, 2014 and 2013, respectively.

The assets of PPC Strategic Services LLC consist of cash, receivables, and furniture totaling approximately \$1,400,000 at year-end 2014, and mainly cash at year-end 2013. Net Assets were approximately \$1,000,000 at December 31, 2014, and \$740,000 at the previous year-end. Operating Revenue was approximately \$2,300,000 while expenses totaled \$2,100,000.

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

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

Grider Community Gardens, LLC

This entity is wholly owned and controlled by the Corporation. The Corporation's net investment as of December 31, 2014 and 2013 is approximately \$427,000 and \$449,000, respectively, and is reflected in other non-current assets of the Corporation's financial statements.

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

Grider Support Services, LLC.

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

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

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

1-a.) ECMC Corporation Board of Directors (during 2014)

OFFICERS

Kevin M. Hogan, Esq.
Chair

Douglas H. Baker
Vice-Chair

K. Kent Chevli, MD
Vice-Chair

Michael A. Seaman
Vice-Chair

Bishop Michael A. Badger
Treasurer

Sharon L. Hanson
Secretary

BOARD MEMBERS

Bishop Michael A. Badger

Douglas H. Baker

Richard F. Brox, R.L.A.

Ronald A. Chapin

K. Kent Chevli, M.D.

Kevin E. Cichocki, DC

Michael H. Hoffert

Anthony M. Iacono

Dietrich Jehle, M.D.

Thomas P. Malecki, C.P.A.

Frank B. Messiah

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

NON-VOTING BOARD MEMBERS

Ronald P. Bennett, Esq.

Kevin Pranicoff, M.D.

1-b.) ECMC Corporation Executive Administration (during 2014)

Richard C. Cleland, M.P.A., F.A.C.H.E., N.H.A.
President/Chief Operating Officer and Interim Chief Executive Officer

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

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

Donna M. Brown
Associate Hospital Administrator

Mary Laski Hoffman, R.N., M.B.A., F.A.C.H.E.
Senior Vice President of Operations

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 2014)

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

Richard Cleland

Stephen Gary

3.) Grider Community Gardens, LLC

OFFICERS

Richard Cleland

Stephen Gary

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II-3.) Number of Employees of Each Subsidiary

Number of Employees in each Corporation:

ECMC Corporation	3071
PPC Strategic Services LLC	24
Grider Community Gardens, LLC	None
Grider Support Services, LLC	31

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

Vendor Name	Date	Payments	Purpose
LP CIMINELLI INC	1/1/2014	\$19,250,598.00	Construction
CARDINAL HEALTH	1/1/2014	\$16,496,135.87	Equipment & Supplies
CARDINAL VALUE LINK	1/1/2014	\$9,818,380.42	Equipment & Supplies
MORRISON'S HEALTHCARE INC	1/1/2014	\$8,851,656.96	Equipment & Supplies
UPSTATE NY TRANSPLANT	1/1/2014	\$5,206,251.00	Professional Services
EXIGENCE HOSPITALIST MEDICAL	1/1/2014	\$4,682,173.80	Professional Services
CARDINAL HEALTH MED PROD &	1/1/2014	\$3,118,239.70	Equipment & Supplies
PRECISION INC/BIOMET ORTHO	1/1/2014	\$2,949,917.67	Equipment & Supplies
DEPUY ACE MEDICAL COMPANY	1/1/2014	\$2,793,184.07	Equipment & Supplies
PUBLIC GOODS (SW)	1/1/2014	\$2,437,420.00	Equipment & Supplies
STRYKER ORTHOPAEDICS	1/1/2014	\$2,170,306.93	Equipment & Supplies
SYNTHESE	1/1/2014	\$2,149,901.18	Equipment & Supplies
ATLAS HEALTH CARE LINEN SERVICES	1/1/2014	\$1,917,260.46	Equipment & Supplies
ROCHE DIAGNOSTIC CORP	1/1/2014	\$1,593,259.81	Equipment & Supplies
STERIS CORPORATION	1/1/2014	\$1,576,921.77	Equipment & Supplies
VHA INC	1/1/2014	\$1,410,282.80	Equipment & Supplies
GLOBUS MEDICAL INC	1/1/2014	\$1,279,805.00	Equipment & Supplies
PUBLIC GOODS POOL	1/1/2014	\$1,216,297.00	Equipment & Supplies
SYSTEMS MANAGEMENT PLANNING	1/1/2014	\$1,194,716.13	Professional Services
SCOTT DANAHY	1/1/2014	\$1,142,836.00	Insurance
PATTERSON DENTAL INC	1/1/2014	\$1,140,016.65	Equipment & Supplies
MCKESSON DRUG CO	1/1/2014	\$997,085.83	Equipment & Supplies
NATIONAL GRID	1/1/2014	\$989,117.56	Equipment & Supplies
COVIDIEN	1/1/2014	\$930,341.53	Equipment & Supplies
HORIZON MENTAL HEALTH MGMNT INC	1/1/2014	\$883,422.17	Professional Services
IMMCO DIAGNOSTICS INC	1/1/2014	\$866,431.03	Professional Services
STRYKER SPINE	1/1/2014	\$848,927.25	Equipment & Supplies
MEDICAL INFORMATION TECHNOLOGIES IN	1/1/2014	\$836,943.00	Technology
DIVERSIFIED CLINICAL	1/1/2014	\$824,914.68	Professional Services
DELL MARKETING LP	1/1/2014	\$807,317.51	Hardware

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LIMA USA INC	1/1/2014	\$806,738.00	Equipment & Supplies
CREEKRIDGE CAPITAL	1/1/2014	\$787,769.95	Leasing Services
BUFFALO PAPER AND TWINE CO	1/1/2014	\$782,051.80	Equipment & Supplies
CITY OF BUFFALO	1/1/2014	\$770,160.44	
PRODIGY SURGICAL/ARTHREX	1/1/2014	\$769,405.01	Equipment & Supplies
RONCO SPECIALIZED SYSTEMS INC	1/1/2014	\$768,335.71	Equipment & Supplies
THE McGUIRE GROUP PHARMACY CORP	1/1/2014	\$762,426.79	Equipment & Supplies
KIDENEY ARCHITECTS PC	1/1/2014	\$749,274.88	Architecture
NUANCE	1/1/2014	\$732,484.62	Equipment & Supplies
SUTURE EXPRESS	1/1/2014	\$729,177.53	Equipment & Supplies
PHILIPS MEDICAL SYSTEMS	1/1/2014	\$717,536.44	Equipment & Supplies
MCKESSON	1/1/2014	\$712,039.91	Equipment & Supplies
PENTAX MEDICAL CO	1/1/2014	\$674,110.96	Equipment & Supplies
IKM INCORPORATED	1/1/2014	\$658,896.65	Equipment & Supplies
CORE BTS INC	1/1/2014	\$627,818.09	Equipment & Supplies
FRESENIUS MED CARE NA	1/1/2014	\$618,167.75	Equipment & Supplies
STRYKER INSTRUMENTS	1/1/2014	\$608,269.26	Equipment & Supplies
BUFFALO HOSPITAL SUPPLY CO	1/1/2014	\$596,184.55	Equipment & Supplies
HEWLETT-PACKARD COMPANY	1/1/2014	\$594,209.53	Copiers & Printers
4628 GROUP, INC.	1/1/2014	\$593,668.81	Equipment & Supplies
CONMED LINVATEC	1/1/2014	\$563,438.26	Equipment & Supplies
MEDTRONIC SPINAL AND BIOLOGICS	1/1/2014	\$542,781.76	Equipment & Supplies
STERICYCLE INC	1/1/2014	\$542,026.93	Equipment & Supplies
BAXTER BIOSCIENCE	1/1/2014	\$541,108.14	Equipment & Supplies
LAB CORP OF AMERICA	1/1/2014	\$540,567.74	Equipment & Supplies
3M HEALTH INFORMATION SYSTEMS	1/1/2014	\$539,752.52	Equipment & Supplies
THE MARTIN GROUP LLC	1/1/2014	\$538,297.99	Equipment & Supplies
MERGE HEALTHCARE	1/1/2014	\$534,865.20	Equipment & Supplies
KCI	1/1/2014	\$521,865.03	Equipment & Supplies
JOHNSON & JOHNSON HLTH CARE SYS INC	1/1/2014	\$504,816.43	Equipment & Supplies
CARESTREAM HEALTH INC	1/1/2014	\$492,900.44	Equipment & Supplies
PHILIPS MEDICAL SYSTEMS NA CO	1/1/2014	\$491,238.11	Equipment & Supplies
FIRST SYMETRA NATIONAL LIFE	1/1/2014	\$483,590.56	Insurance
CDW GOVERNMENT INC	1/1/2014	\$482,548.46	Equipment & Supplies
BUFFALO BILLS INC	1/1/2014	\$470,000.00	Advertising
NYS UNEMPLOYMENT INS	1/1/2014	\$442,220.21	Insurance
BIOCARE	1/1/2014	\$438,059.59	Equipment & Supplies
ABBOTT LABORATORIES DIAGNOSTIC DIV	1/1/2014	\$419,605.10	Equipment & Supplies
ALLEGIANCE HEALTHCARE CORP	1/1/2014	\$381,162.72	Equipment & Supplies
SIEMENS MEDICAL SOLUTIONS	1/1/2014	\$357,232.86	Equipment & Supplies
ALLSCRIPTS-MISYS LLC	1/1/2014	\$350,242.48	Equipment & Supplies
KARL STORZ ENDOSCOPY-AMERICA	1/1/2014	\$337,262.45	Equipment & Supplies
W L GORE & ASSOC INC	1/1/2014	\$319,281.00	Equipment & Supplies
BUFFALO BILLS, LLC	1/1/2014	\$315,000.00	Advertising
OFFICE MAX	1/1/2014	\$313,412.49	Equipment & Supplies
GLOBAL HEALTHCARE EXCHANGE	1/1/2014	\$302,079.17	Professional Services/System Support
ALLOSOURCE	1/1/2014	\$287,800.67	Equipment & Supplies

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ZIMMER UPSTATE NY INC	1/1/2014	\$285,841.01	Equipment & Supplies
UNUM	1/1/2014	\$276,635.47	Equipment & Supplies
XEROX CORPORATION	1/1/2014	\$271,640.96	Leasing Services
INTEGRA LIFESCIENCES CORP	1/1/2014	\$266,958.86	Equipment & Supplies
BARD ACCESS SYSTEMS	1/1/2014	\$265,084.60	Equipment & Supplies
UNUM	1/1/2014	\$257,930.16	Equipment & Supplies
HILL-ROM CO INC	1/1/2014	\$257,076.74	Equipment & Supplies
WORKFLOWONE	1/1/2014	\$256,599.74	Equipment & Supplies
VERIZON SELECT SERVICES	1/1/2014	\$253,615.84	Telecommunications
SIEMENS MEDICAL	1/1/2014	\$253,367.62	Equipment & Supplies
1285 GROUP, LLC	1/1/2014	\$242,444.16	Equipment & Supplies
BARD PERIPHERAL VASCULAR INC	1/1/2014	\$238,653.60	Equipment & Supplies
COOK INC	1/1/2014	\$237,953.12	Equipment & Supplies
AQUA SCIENCES INC	1/1/2014	\$227,828.66	Equipment & Supplies
PARK PLACE INTERNATIONAL	1/1/2014	\$225,565.54	Equipment & Supplies
DCB ELEVATOR CO INC	1/1/2014	\$223,595.46	Equipment & Supplies
US POSTAL SERVICE	1/1/2014	\$217,500.03	Postage
STRYKER MEDICAL	1/1/2014	\$217,275.72	Equipment & Supplies
TORNIER INC	1/1/2014	\$214,057.00	Equipment & Supplies
THE ADVISORY BOARD COMPANY	1/1/2014	\$213,886.50	Professional Services
FIBERTECH TECHNOLOGIES	1/1/2014	\$212,307.50	Equipment & Supplies
PASSPORT HEALTH COMMUNICATIONS	1/1/2014	\$208,138.48	Equipment & Supplies
SYNTHESES MAXILLOFACIAL	1/1/2014	\$204,068.41	Equipment & Supplies
KRONOS	1/1/2014	\$197,740.29	Software/Support
GE HEALTHCARE OEC	1/1/2014	\$196,311.43	Equipment & Supplies
REVENUE CYCLE COMPASS	1/1/2014	\$190,956.00	Professional Services
SD SOLUTIONS, LLC	1/1/2014	\$185,870.80	Professional Services
METRO COMMUNICATIONS	1/1/2014	\$184,053.00	Telecommunications
BARD/DAVOL	1/1/2014	\$182,591.64	Equipment & Supplies
CENTRAL RADIOPHARMACEUTICAL SVC	1/1/2014	\$181,703.25	Professional Services
CAREFUSION	1/1/2014	\$170,693.20	Equipment & Supplies
CRYOLIFE CARDIOVASCULAR INC	1/1/2014	\$169,280.00	Equipment & Supplies
DRFIRST.COM INC	1/1/2014	\$168,152.00	Equipment & Supplies
SHIRE REGENERATIVE MEDICINE INC	1/1/2014	\$167,800.00	Equipment & Supplies
AMER EXPRESS CPS ECH	1/1/2014	\$162,330.25	Equipment & Supplies
WNYHEALTHENET LLC	1/1/2014	\$160,000.00	Equipment & Supplies
ORGANOGENESIS	1/1/2014	\$159,724.00	Equipment & Supplies
INTELLIGENT MEDICAL OBJECTS, INC.	1/1/2014	\$159,630.00	Equipment & Supplies
MEDTRONIC INC NEUROLOGICAL DIV	1/1/2014	\$154,326.00	Equipment & Supplies
AMER RED CROSS BLOOD SVCS	1/1/2014	\$152,981.94	Blood Products
GREAT LAKES BUILDING SYSTEMS INC.	1/1/2014	\$149,496.93	Equipment & Supplies
EXECUTIVE HEALTH RESOURCES, INC.	1/1/2014	\$146,890.69	Professional Services
U S SECURITY ASSOCIATES INC	1/1/2014	\$146,879.77	Professional Services
BAXTER HEALTHCARE CORP	1/1/2014	\$145,506.96	Equipment & Supplies

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FOXY DELIVERY SERVICE INC	1/1/2014	\$141,611.85	Delivery Services
SUPPLEMENTAL HEALTH CARE	1/1/2014	\$138,909.41	Professional Services
AMER MEDICAL SYSTEMS	1/1/2014	\$138,163.00	Equipment & Supplies
MEDTRONIC MIDAS REX	1/1/2014	\$138,002.21	Equipment & Supplies
PRESS GANEY ASSOCIATES INC	1/1/2014	\$137,227.00	Professional Services
MEDTRONIC SALES INC PACEMAKERS	1/1/2014	\$137,120.20	Equipment & Supplies
FISHER HEALTHCARE	1/1/2014	\$136,052.43	Equipment & Supplies
UNITED NETWORK FOR ORGAN SHARING	1/1/2014	\$132,780.43	Equipment & Supplies
ECOLAB/MICROTEK MEDICAL	1/1/2014	\$130,813.92	Equipment & Supplies
KLS MARTIN L P	1/1/2014	\$129,611.95	Professional Services
ANGIO DYNAMICS INC	1/1/2014	\$129,045.85	Equipment & Supplies
SYSMEX	1/1/2014	\$128,487.48	Equipment & Supplies
BAXTER HEALTHCARE CORP	1/1/2014	\$126,135.26	Equipment & Supplies
HEALTHCARESOURCE HR, INC	1/1/2014	\$126,093.99	Professional Services
JOHNSON & JOHNSON HEALTH CARE SYS	1/1/2014	\$124,024.71	Equipment & Supplies
SWISSLOG TRANSLOGIC	1/1/2014	\$123,888.28	Equipment & Supplies
OPTUM360 LLC	1/1/2014	\$122,698.83	Professional Services
MILTON CAT	1/1/2014	\$118,816.96	Equipment & Supplies
HAWTHORN HEALTH MULTI CARE CENTER	1/1/2014	\$117,604.06	Professional Services
THE CRIMSON INITIATIVE	1/1/2014	\$116,785.00	Equipment & Supplies
AKIN GUMP STRAUSS HAUER & FELD LLP	1/1/2014	\$116,415.95	Professional Services
HANYS SERVICES INC	1/1/2014	\$116,062.00	Professional Services
EV3 INC	1/1/2014	\$115,204.00	Equipment & Supplies
COMPHEALTH ASSOCIATES	1/1/2014	\$114,424.09	Professional Services
MEDICAL STAFFING NETWORK	1/1/2014	\$113,033.91	Professional Services
BOSTON SCIENTIFIC/MICROVASIVE DIV	1/1/2014	\$113,018.20	Equipment & Supplies
ALLERGAN	1/1/2014	\$112,003.65	Equipment & Supplies
TOSHIBA AMERICA MEDICAL SYSTEMS	1/1/2014	\$111,029.96	Hardware
BAYER CORPORATION	1/1/2014	\$110,687.02	Equipment & Supplies
GALEN HEALTHCARE SOLUTIONS	1/1/2014	\$110,190.38	Professional Services
ACUMED INC	1/1/2014	\$109,681.00	Equipment & Supplies
CENTRAD HEALTHCARE LLC	1/1/2014	\$109,122.33	Equipment & Supplies
LUMENIS INC	1/1/2014	\$107,408.13	Equipment & Supplies
BOSTON SCIENTIFIC CORPORATION	1/1/2014	\$106,378.02	Equipment & Supplies
SPECTRA LABORATORIES	1/1/2014	\$106,199.75	Equipment & Supplies
HEALTHPORT	1/1/2014	\$106,109.31	Equipment & Supplies
MICROSOFT	1/1/2014	\$105,975.00	Hardware/Software
VERIZON WIRELESS	1/1/2014	\$105,185.36	Telecommunications
ProDIGY SURGICAL/ARTHREX	1/1/2014	\$102,555.00	Professional Services
CRANEWARE INC	1/1/2014	\$101,739.00	Software/Support
M/E ENGINEERING PC	1/1/2014	\$101,368.63	Professional Services
MINNTECH CORPORATION	1/1/2014	\$100,142.45	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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