

ROSWELL PARK CANCER INSTITUTE CORPORATION
IT Oversight Committee Meeting

A meeting of the Information Technology (“IT”) Oversight Committee of the Board of Directors of Roswell Park Cancer Institute Corporation was held on Wednesday, May 25, 2022, at 8:30 a.m. in the Patrick Lee Conference Room, 9th Floor, Scott Bieler Clinical Science Center.

- Present:** Meghan Corcoran (*via Teams*)
Gregory Daniel, MD (*via Teams*)
Chuck Fried (*via Teams*)
Candace Johnson, PhD, President & Chief Executive Officer
Jason LeRoy (*via Teams*)
Kenneth Manning, Esq. – Chair
Gail Mitchell, Esq. (*via Teams*)
Elyse NeMoyer (*via Teams*)
Genevieve Schimpfle (*via Teams*)
Shaun Stoltz (*via Teams*)
Hannah Taylor (*via Teams*)
- Staff:** Eugene Cullen, Vice President, Internal Audit
Christopher Darlak, Deputy Chief Information Officer
Laurel DiBrog, Chief Marketing & Communication Officer
Betsy Doty-Lampson, Administrator for the Board of Directors
Thomas Furlani, PhD, Chief Information Officer
Scott Gould, Infrastructure Manager, IT
Ryan Grady, Chief Financial Officer
Martins Innus, Director, IT Infrastructure
Boris Kuvshinoff, MD, Chief Medical Officer (*via Teams*)
Kathleen Mastrobattista, Compliance Officer (*via Teams*)
Leigh Palladino, Esq., Associate General Counsel
Andrew Pudlak, Infrastructure Manager, IT
Raghu Ram, MD, Vice President, Value-Based Care Optimization & Community Clinical Collaboration (*via Teams*)
Adam Rosen, Chief Information Security Officer
Islam Sallaj, Infrastructure Manager, IT
Michael B. Sexton, Esq., Senior Vice President & Chief Legal Officer – Secretary (*via Teams*)
Paul Visco, Vice President & Chief Technology Officer
Jeff Walker, Executive Vice President

Opening Remarks/Minutes

Mr. Manning brought the meeting to order and welcomed all attendees. Before turning the meeting over to Mr. Furlani for a review of the various IT and information security (“IS”) matters on the agenda, he asked for questions or concerns pertaining to the draft minutes of the Committee’s last meeting, which was held on March 9, 2022. Hearing none, Mr. Manning requested a motion for

approval. At that time, a *motion was so made by Ms. Mitchell, seconded by Ms. NeMoyer, and unanimously carried.*

Cirius Renewal

Mr. Furlani opened his presentation by requesting the Committee's approval of a single source procurement exemption to extend Roswell Park's current contract with The Cirius Group, Inc. ("CGI") for three (3)-years at a total cost of \$674,000. Explained by Mr. Furlani, Roswell Park has utilized CGI's revenue cycle software for payer contract management, pre-bill editing, and remittance processing for decades. The funding for this contract extension is secured in the IT department's FY2023-2026 operating budget.

The three (3)-year extension with CGI covers the AthenaIDX implementation and go-live periods, as well as an additional one (1) year period where legacy account receivables will be run out through Cerner Invision (Roswell Park's current revenue cycle management software). Addressing questions raised by Dr. Daniel and Mr. Manning, Mr. Furlani explained that a three (3)-year extension (versus a two (2)-year extension co-terminus with the AthenaIDX implementation) is critically important to securing Roswell Park's uninterrupted access to this type of billing software in the event that AthenaIDX cannot totally replace CGI once implemented.

There being no further questions, *a motion to approve a single source procurement exemption in the amount of \$674,000 to extend the current CGI contract for three (3) years was made by Mr. Stoltz, seconded by Ms. NeMoyer, and unanimously carried.*

IT Update

Mr. Furlani's IT update included summarized highlights of the following ongoing and recently completed initiatives:

3. *ACCESS program.* Mr. Furlani, on behalf of Roswell Park, has been nationally recognized and designated as a principal investigator on one (1) of five (5) National Science Foundation grants worth, in total, \$52M, to support the United States being a leader in science and engineering. This ACCESS (Advanced Cyberinfrastructure Coordination Ecosystem: Services and Support) program is a national collaboration among Roswell Park, UB, Indiana, Texas Advanced Computing Center, San Diego Supercomputing Center, Case, and Tufts, and will pilot the use of specific software to monitor and optimize national advanced computing resources. Mr. Furlani is a proud recipient of this national recognition, which aligns with his leadership priority in making sure that the IT department can get information to and support those who need to make informed clinical decisions on daily basis to support patient care.
4. *New Faculty Profile System ("FPS").* A new FPS has been implemented with a focus on patient satisfaction. The FPS is a reporting application for clinical and research faculty members that displays yearly activities and benchmarks and generates reports on compensation, grants, publications, activities, and more. The prior FPS existed as a Microsoft Access database, which required manual data preparation and was a static resource. Present day, the FPS dashboard, created as a collaboration among the IT, Marketing, Department of Medicine, and Clinical Practice Plan teams, can present stakeholders with real-time, actionable data regarding clinician productivity. Future goals with the FPS include moving from a yearly reporting mechanism to quarterly and adding additional data feeds, namely a Press Ganey dashboard to further prioritize physician productivity measured along with patient satisfaction.
5. *Clinical Application Rationalization.* Explained at the last Committee meeting, the IT department has prioritized clinical application rationalization this fiscal year. Within the next month, a projected six (6) month effort to review all clinical applications for overlap and necessity will commence.
6. *Revenue Cycle Transformation.* Mr. Furlani again reviewed the current revenue cycle transformation project timeline, which included overlaid related and required IT upgrades and installations in addition to the main project focus - the installation and implementation of AthenaIDX. A critical overlaid project with the implementation of AthenaIDX, explained by Mr. Furlani, is the implementation of an integration engine that interfaces data between internal and external clinical and revenue cycle systems. The selected product, InterSystems' Health Connect, replaces Roswell Park's twenty-two (22)-year old Siemens/Cerner OpenLink system. To date, seventy-eight percent (78%) of the InterSystems interfaces have been completed (project on track for timely completion).

Related to the revenue cycle project implementation, Mr. Stoltz asked Mr. Furlani and Mr. Grady if any new risks were identified and being tracked since the last meeting. In response, Mr. Grady acknowledged that although not novel, the main focus was ensuring that the right parties are engaged and brought into the implementation as early as possible. Thanks to oversight by Internal Audit, the inherent risks in replacing revenue cycle management software continue to be closely monitored, with frequent communication to leadership, to minimize such risks and potential financial loss to Roswell Park. Additionally, Mr. Manning asked Mr. Furlani if his team continues to have the right resources that it needs to complete the implementation, to which Mr. Furlani affirmatively responded.

There being no further questions for Mr. Furlani, Mr. Furlani turned the meeting over to Mr. Rosen for an IS update.

At that point, Ms. Mitchell made a motion to enter into Executive Session for the purposes of receiving and discussing updates from Mr. Rosen regarding Roswell Park's IS program. The motion was seconded by Mr. Stoltz and unanimously carried.

IS Update

Mr. Rosen opened his presentation by reminding the Committee that the IS team performs an annual cybersecurity risk assessment in support of HIPAA compliance, industry best practices, and maintaining a mature and secure environment for Roswell Park's patients and employees. The IS risk assessment evaluates the confidentiality, availability, and integrity of Roswell Park's network and data, with a primary focus on high-level threats and impacts on the effects of malicious outside attackers.

In response to Mr. Rosen's presentation, numerous questions were asked by the Committee. Mr. Manning first asked why certificates for devices that have not connected to Roswell Park's network for six (6) months are not revoked sooner. In response, Mr. Rosen answered that instead of reducing the time period, the IS and IT teams prioritized implementing cloud patching, which patches devices without requiring network connectivity. The teams remain comfortable with the six (6)-month time period since devices are now patchable off network. Mr. Manning then asked if

Roswell Park has sufficient internal resources to manage the IS demands. Mr. Rosen explained that open job positions remain unfilled but in the interim, internal resources are supplemented with an appropriate amount of external resources and software applications. Mr. Manning finally asked if it was advisable to share Roswell Park's daily attack logs with law enforcement. Mr. Rosen explained that the logging reports show mainly "background noise" that is not malicious; however, anything novel would be shared with law enforcement and the various healthcare and cybersecurity awareness/sharing networks that Mr. Rosen and Roswell Park are members of.

There being no additional questions for Mr. Rosen, *Ms. Mitchell made a motion to return to Open Session. The motion was seconded by Ms. Schimpfle and unanimously carried.*

Infrastructure Overview

As the last order of business, Mr. Furlani introduced the Committee to Martins Innus, Director, IT Infrastructure, for a presentation of Roswell Park's IT infrastructure. Mr. Furlani highly commended Mr. Innus for his leadership and expertise and further introduced and commended Mr. Innus's supporting Infrastructure management team – Andrew Pudlak, Islam Salaj, and Scott Gould.

Mr. Innus began his presentation by summarizing the infrastructure deficiencies in place when he began his employment with Roswell Park in 2019, and the process and system improvements that have been implemented since then.

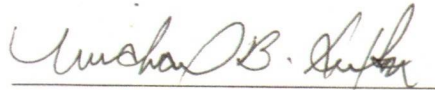
Since 2019, Mr. Innus has led many initiatives to improve Roswell Park's IT infrastructure, including: (1) implementing lifecycle management planning (only supporting two (2) generations of hardware instead of six (6) when he started); (2) aligning hardware uses to where most appropriate; (3) modernizing software and maintaining updates; (4) balancing best-in-class versus utilizing existing investments; and (5) standing up an off-campus datacenter. Mr. Innus has additionally led many software upgrades to improve clinician and patient satisfaction, as well as improve security, including but not limited to upgrades involving/resolving password management software, PACS issues, and Citrix.

Looking ahead, Mr. Innus plans to support and undertake the following: (1) rationalization of Roswell Park's software footprint (Roswell Park currently supports over four hundred (400) applications and software auditing needs to occur to the same extent as hardware); (2) refreshment of Roswell Park's datacenter (move to one comprehensive campus datacenter plus a witness site to align with best practices and rethink disaster recovery strategies); and (3) continued support and prioritization of emerging clinical needs with an underlying focus on security maintenance. Such goals will be met with challenges, predicted by Mr. Innus, that include the inherent problem that patching breaks things, vendors continue to push unsecure solutions, and almost every new device procured by Roswell Park requires IT integration.

The Committee voiced its satisfaction with the leadership and efforts of both Mr. Furlani and Mr. Innus since the time that they both came to Roswell Park from UB. In response to a question posed by Mr. Stoltz, Mr. Innus anticipated that the IT Infrastructure team would need an additional ten percent (10%) budget increase to meet its future (five (5)-year) goals, and in response to a question and comment by Ms. Taylor, Mr. Furlani agreed that his team would continue prioritizing improved communication with other areas of the institute to generate buy-in to implementing improved security measures (that also improve clinician and patient satisfaction) so that updates are done timely and Roswell Park's IT infrastructure remains solid.

With no further business to conduct, *a motion to adjourn the meeting was made by Ms. Schimpfle, seconded by Ms. NeMoyer, and unanimously carried.*

Respectfully submitted,



Michael B. Sexton, Esq., Secretary