

**Bronx RHIO, Inc.**  
**Board of Directors Meeting WebEx/Conference Call Meeting**  
**February 23, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Kenneth Boockvar-Bronx VA, Jitendra Barmecha-SBH Health System, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, Eleanor Larrier-BCHN, Elizabeth Lever-IFH, L. Jeannine Bookhardt-Murray-Morris Heights

**Board Members Not Present:** Neil Pessin, Paloma Hernandez

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple, Jo Ann Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda and called the meeting to order.

**II. Approval of Board Minutes December 8, 2020 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Kenneth Boockvar. The minutes were approved by the Board.*

**III. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the February 18, 2021 Finance & Audit Committee meeting including the unaudited financial statements for the year ending December 31, 2020 and actual vs. benchmark financial performance.

**HIM Committee**

Keela Shatzkin and Jo Ann Ferrara reviewed the minutes and key discussion items of the February 5, 2021 HIM Committee meeting including actual vs. benchmark performance.

**Clinical Committee**

Charles Scaglione and L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the February 2, 2021 Clinical Committee meeting including actual vs. benchmark performance.

**Technical/Steering Committee**

Ivan Durbak reviewed the minutes and key discussion items of the February 4, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the February 5, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the January 26, 2021 Research and Quality Improvement Sub Committee meeting including one approved QI Project and actual vs. benchmark performance.

Information Security Sub Committee

Charles Scaglione and Robert Dalrymple reviewed the minutes and key discussion items of the January 26, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Ivan Durbak to approve the committee reports, minutes, and action items and was seconded by Luz Liebeskind. All items were approved by the Board.*

**IV. Approval of New Participant Applications**

*A motion was made by Ivan Durbak to approve the new participant applications and was seconded by Luz Liebeskind. All applications were approved by the Board.*

**V. Executive Director Report & Performance Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report

**VI. Next Meeting**

The next Board meeting is scheduled on April 29, 2021 at 4:00pm.

With no other business the meeting was adjourned at 5:05pm.

**Bronx RHIO, Inc.**  
**Board of Directors Meeting WebEx/Conference Call Meeting**  
**April 29, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Kenneth Boockvar-Bronx VA, Jitendra Barmecha-SBH Health System, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, Elizabeth Lever-IFH, L. Jeannine Bookhardt-Murray-Morris Heights, Paloma Hernandez-Urban Health Plan

**Board Members Not Present:** Neil Pessin, Eleanor Larrier

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple, Jo Ann Ferrara, Carol Cassell, Nadeem Ramjan

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda and called the meeting to order.

**II. Approval of Board Minutes - February 23, 2021 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Stephen Rosenthal. The minutes were approved by the Board.*

**III. Education & Community Awareness-Participant Briefing-Advanced Health Network (AHN) and Recovery Health Solutions (RHS) IPAs**

Carol Cassell and Nadeem Ramjan of Advanced Health Network (AHN) and Recovery Health Solutions (RHS) IPAs provided an overview of AHN/RHS and their work with Bronx RHIO.

**IV. Approval of Updated Member Policies and Procedures**

The Board reviewed the proposed updates to Bronx RHIO's Member Policies and Procedures.

*A motion was made by Ivan Durbak to approve the updated Member Policies and Procedures. It was seconded by Stephen Rosenthal. The updates were approved by the Board.*

**V. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the April 22, 2021 Finance & Audit Committee meeting including the financial statements for the period ending March 31, 2021 and actual vs. benchmark financial performance.

### HIM Committee

Keela Shatzkin and Jo Ann Ferrara reviewed the minutes and key discussion items of the April 9, 2021 HIM Committee meeting including actual vs. benchmark performance.

### Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the April 6, 2021 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the April 8, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the April 9, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the March 23, 2021 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the March 23, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Elizabeth Lever to approve the committee reports and minutes and was seconded by Luz Liebeskind. All items were approved by the Board.*

## **VI. Approval of New Participant Applications**

*A motion was made by Elizabeth Lever to approve the new participant applications and was seconded by Luz Liebeskind. All applications were approved by the Board.*

## **VII. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report

- Population Health Report
- SHIN-NY Report

### **VIII. Next Meeting**

The next Board meeting is scheduled on June 29, 2021 at 4:00pm.

With no other business the meeting was adjourned at 5:05pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**June 29, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Kenneth Boockvar-Bronx VA, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, Elizabeth Lever-IFH, Paloma Hernandez-Urban Health Plan

**Board Members Not Present:** Jitendra Barmecha, Neil Pessin, Eleanor Larrier, L. Jeannine Bookhardt-Murray

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple

**I. Called to Order**

Paloma Hernandez reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes - April 29, 2021 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Stephen Rosenthal. The minutes were approved by the Board.*

**III. Approval of Cybersecurity & Information System Management Program Policies and Plans**

The Board reviewed the proposed updates to Bronx RHIO's Cybersecurity and Information System Management Program (CISMP) Policies and Plans.

*A motion was made by Ivan Durbak to approve the Cybersecurity & Information System Management Program Policies and Plans. It was seconded by Kenneth Boockvar. The Cybersecurity & Information System Management Program Policies and Plans were approved by the Board.*

**IV. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the status of the 2020 audited financial statements, 2021 financial statements, and actual vs. benchmark financial performance.

**HIM Committee**

Keela Shatzkin reviewed the minutes and key discussion items of the June 25, 2021 HIM Committee meeting including actual vs. benchmark performance.

### Clinical Committee

Charles Scaglione reviewed the minutes and key discussion items of the June 22, 2021 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the June 24, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the June 25, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the May 25, 2021 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the May 25, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Kenneth Boockvar to approve the committee reports and minutes and was seconded by Stephen Rosenthal. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Kenneth Boockvar to approve the new participant application and was seconded by Stephen Rosenthal. The application was approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report

## **VII. Next Meeting**

The next Board meeting is scheduled on September 28, 2021 at 4:00pm. With no other business the meeting was adjourned at 5:05pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**September 28, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH Health System, L. Jeannine Bookhardt-Murray-Morris Heights, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, Elizabeth Lever-IFH, David Lee-NYCDOHMH

**Board Members Not Present:** Kenneth Boockvar, Neil Pessin, Eleanor Larrier, Paloma Hernandez

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple, JoAnn Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes - June 29, 2021 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Stephen Rosenthal. The minutes were approved by the Board.*

**III. Appointment of At-Large Director**

Jitendra Barmecha introduced and welcomed David Lee as NYCDOHMH's new appointment to the Bronx RHIO Board of Directors effective immediately. Mr. Lee provided a summary of his background and an overview of the work he has done with the Bronx RHIO to date.

The Board welcomed Mr. Lee and thanked him for his ongoing collaboration with the Bronx RHIO.

**IV. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the August 20, 2021 and September 23, 2021 Finance & Audit Committee meetings including approval of 2020 audited financial statements, and actual vs. benchmark financial performance.

**HIM Committee**

JoAnn Ferrara and Keela Shatzkin reviewed the minutes and key discussion items of the August 6, 2021 HIM Committee meeting including actual vs. benchmark performance.



### Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the August 3, 2021 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the August 5, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the September 15, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kathy Miller reviewed the minutes and key discussion items of the July 27, 2021 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the July 27, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Luz Liebeskind to approve the committee reports and minutes (including 2020 audited financial statements and Project Guardianship research proposal) and was seconded by Ivan Durbak. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Luz Liebeskind to approve the new participant applications and was seconded by Ivan Durbak. The applications were approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report
- Data Transmittals to Participants and Non-Participants

## **VII. Next Meeting**

The next Board meeting is scheduled on October 28, 2021 at 4:00pm. With no other business the meeting was adjourned at 5:10pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**October 28, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH Health System, L. Jeannine Bookhardt-Murray-Morris Heights, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, David Lee-NYCDOHMH, Paloma Hernandez-Urban Health Plan, Kenneth Boockvar-Bronx VA

**Board Members Not Present:** Neil Pessin, Eleanor Larrier, Elizabeth Lever

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple, JoAnn Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes – September 28, 2021 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Paloma Hernandez. The minutes were approved by the Board.*

**III. Approval of Updated Member Policies and Procedures**

The Board reviewed the proposed updates to Bronx RHIO's Member Policies and Procedures.

*A motion was made by Luz Liebeskind to approve the updated Member Policies and Procedures. It was seconded by Kenneth Boockvar. The updates were approved by the Board.*

**IV. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the October 21, 2021 Finance & Audit Committee meeting including approval of 2020 Tax Returns, and actual vs. benchmark financial performance.

**HIM Committee**

JoAnn Ferrara and Keela Shatzkin reviewed the minutes and key discussion items of the October 1, 2021 HIM Committee meeting including actual vs. benchmark performance.

**Clinical Committee**

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the October 5, 2021 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the October 7, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the October 1, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the September 28, 2021 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the September 28, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Paloma Hernandez to approve the committee reports and minutes (including 2020 Tax Returns) and was seconded by Stephen Rosenthal. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Paloma Hernandez to approve the new participant applications and was seconded by Stephen Rosenthal. The applications were approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report
- NYSDOH OHIP 1115 Waiver Proposal Overview

## **VII. Next Meeting**

The next Board meeting is scheduled on December 14, 2021 at 4:00pm. With no other business the meeting was adjourned at 5:10pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**December 14, 2021 4:00 P.M.**

**Minutes**

**Board Members Present:** Elizabeth Lever-IFH, Eleanor Larrier-BCHN, Luz Liebeskind-RiverSpring Health, Ivan Durbak-BronxCare, Maria Castaneda-1199, Stephen Rosenthal-Montefiore, David Lee-NYCDOHMH

**Board Members Not Present:** Neil Pessin, Jitendra Barmecha, Kenneth Boockvar, Paloma Hernandez, L. Jeannine Bookhardt-Murray

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Nance Shatzkin, Robert Dalrymple, JoAnn Ferrara

**I. Called to Order**

Ivan Durbak reviewed the attendees, the agenda, and called the meeting to order.

**II. Approval of Board Minutes – October 28, 2021 Meeting**

*A motion was made by Luz Liebeskind to approve the minutes. It was seconded by Stephen Rosenthal. The minutes were approved by the Board.*

**III. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the December 9, 2021 Finance & Audit Committee meeting including approval of 2022 Operating Budget, 2021 Audit Engagement Letters, and actual vs. benchmark financial performance.

**HIM Committee**

JoAnn Ferrara and Keela Shatzkin reviewed the minutes and key discussion items of the December 3, 2021 HIM Committee meeting including actual vs. benchmark performance.

**Clinical Committee**

Charles Scaglione reviewed the minutes and key discussion items of the December 7, 2021 Clinical Committee meeting including actual vs. benchmark performance.

**Technical/Steering Committee**

Ivan Durbak reviewed the minutes and key discussion items of the December 2, 2021 Technical & Steering Committee meeting including actual vs. benchmark performance.

#### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the December 3, 2021 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, 2022 Audit Plan, and actual vs. benchmark performance.

#### Research and Quality Improvement Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the November 23, 2021 Research and Quality Improvement Sub Committee meeting including approval of Amida Care QI project, and actual vs. benchmark performance.

#### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the November 23, 2021 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Luz Liebeskind to approve the committee reports (including 2022 Operating Budget, 2021 Audit Engagement Letters, 2022 Audit Plan, and Amida Care QI Project) and minutes and was seconded by Elizabeth Lever. All items were approved by Board.*

#### **IV. Approval of New Participant Applications**

*A motion was made by Luz Liebeskind to approve the new participant applications and was seconded by Stephen Rosenthal. The applications were approved by the Board.*

#### **V. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, Keela Shatzkin and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report
- KPMG 2021 QE Certification Assessment Report of Bronx RHIO

#### **VI. 2022 Board & Committee Meeting Schedule**

Mr. Scaglione reviewed 2022 Board & Committee meeting schedule.

#### **VII. Next Meeting**

The next Board meeting is scheduled on February 24, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:05pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**February 24, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Elizabeth Lever-IFH, Eleanor Larrier-BCHN, Luz Liebeskind-RiverSpring Health, Maria Castaneda-1199, David Lee-NYCDOHMH, Paloma Hernandez-Urban Health Plan, L. Jeannine Bookhardt-Murray-Morris Heights, Sumir Sahgal-Essen

**Board Members Not Present:** Kenneth Boockvar, Stephen Rosenthal, Ivan Durbak

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Robert Dalrymple, JoAnn Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, the agenda and called the meeting to order.

**II. Approval of Board Minutes**

*A motion was made by Paloma Hernandez to approve the minutes. It was seconded by Luz Liebeskind. The minutes were approved by the Board.*

**III. Resignation of Member**

*A motion was made by Paloma Hernandez to approve the resolution that Visiting Nurse Service of New York have withdrawn as a Member of the Corporation. It was seconded by Luz Liebeskind. The resolution was approved by the Board.*

**IV. Approval of Resolution and Amended Bylaws**

*A motion was made by Paloma Hernandez to approve the resolution removing Visiting Nurse Service of New York as a Member of the Corporation and approving other changes to the Bylaws. It was seconded by Elizabeth Lever. The resolution and amended Bylaws were approved by the Members.*

**V. Appointment of At Large Director**

*A motion was made by Paloma Hernandez to approve the resolution appointing Sumir Sahgal, MD as an At Large Director of the Corporation. It was seconded by Luz Liebeskind. The resolution appointing was approved by the Board.*

**VI. Approval of Committee Reports**

Finance & Audit Committee

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the February 17, 2022 Finance & Audit Committee meeting including approved the 2021 management financial statements and actual vs. benchmark financial performance.

HIM Committee

JoAnn Ferrara and Keela Shatzkin reviewed the minutes and key discussion items of the February 4, 2022 HIM Committee meeting including actual vs. benchmark performance.

Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the February 1, 2022 Clinical Committee meeting including actual vs. benchmark performance.

Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the February 3, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the February 4, 2022 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

Research and Quality Improvement Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the January 25, 2022 Research and Quality Improvement Sub Committee meeting including updated approval of Amida Care QI project, and actual vs. benchmark performance.

Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the January 25, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Luz Liebeskind to approve the committee reports (including 2021 final management financial statements and Amida Care QI Project) and minutes and was seconded by Elizabeth Lever. All items were approved by the Board.*

**VII. Approval of New Participant Applications**

*A motion was made by Luz Liebeskind to approve the new participant applications and was seconded by Paloma Hernandez. The applications were approved by the Board.*

**VIII. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Keela Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review



- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report
- NCQA Data Aggregator Approval and Results

**IX. Next Meeting**

The next Board meeting is scheduled on April 26, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:05pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**April 26, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Elizabeth Lever-IFH, Eleanor Larrier-BCHN, Luz Liebeskind-RiverSpring Health, Maria Castaneda-1199, David Lee-NYCDOHMH, Paloma Hernandez-Urban Health Plan, L. Jeannine Bookhardt-Murray-Morris Heights, Sumir Sahgal-Essen, Kenneth Boockvar-JJP VAMC, Stephen Rosenthal-Montefiore, Ivan Durbak-BronxCare

**Board Members Not Present:**

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Robert Dalrymple, JoAnn Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes - February 24, 2022 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Paloma Hernandez. The minutes were approved by the Board.*

**III. Approval of Updated Member Policies and Procedures**

The Board reviewed the proposed updates to Bronx RHIO's Member Policies and Procedures.

*A motion was made by Paloma Hernandez to approve the updated Member Policies and Procedures. It was seconded by Luz Liebeskind. The updates were approved by the Board.*

**IV. Approval of Committee Reports**

**Finance & Audit Committee**

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the April 21, 2022 Finance & Audit Committee meeting including approval of 2022 Q1 financial statements, and actual vs. benchmark financial performance.

**HIM Committee**

JoAnn Ferrara and Keela Shatzkin reviewed the minutes and key discussion items of the April 8, 2022 HIM Committee meeting including actual vs. benchmark performance.

### Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the April 5, 2022 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the April 7, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the April 22, 2022 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the March 22, 2022 Research and Quality Improvement Sub Committee meeting including approval of one QI project and actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the March 22, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Luz Liebeskind to approve the committee reports (including QI project) and minutes and was seconded by Stephen Rosenthal. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Luz Liebeskind to approve the new participant applications and was seconded by Stephen Rosenthal. The applications were approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Keela Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report

## **VII. Next Meeting**

The next Board meeting is scheduled on June 30, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**June 30, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Luz Liebeskind-RiverSpring Health, Maria Castaneda-1199, L. Jeannine Bookhardt-Murray-Morris Heights, Sumir Sahgal-Essen, Kenneth Boockvar-JJP VAMC, Stephen Rosenthal-Montefiore, Ivan Durbak-BronxCare

**Board Members Not Present:** Eleanor Larrier, David Lee, Elizabeth Lever, Paloma Hernandez

**Others Present:** Charles Scaglione, Nance Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Jennifer No

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes - April 26, 2022 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Jitendra Barmecha. All others approved. The minutes were approved by the Board.*

**III. Approval of Cybersecurity & Information System Management Program Policies and Plans**

*A motion was made by Jitendra Barmecha to approve the Cybersecurity & Information System Management Program Policies and Plans. It was seconded by Kenneth Boockvar. The Cybersecurity & Information System Management Program Policies and Plans were approved by the Board.*

**IV. Approval of Committee Reports**

Finance & Audit Committee

Luz Liebeskind and Charles Scaglione noted that the next scheduled meeting of Finance & Audit Committee is July 21, 2022. In the interim they reviewed 2022 Q2 financial statements, and actual vs. benchmark financial performance.

HIM Committee

Nance Shatzkin reviewed the minutes and key discussion items of the June 3, 2022 HIM Committee meeting including actual vs. benchmark performance.

Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the June 7, 2022 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the June 2, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the June 7, 2022 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Kenneth Boockvar reviewed the minutes and key discussion items of the May 31, 2022 Research and Quality Improvement Sub Committee meeting including approval of two Research projects and actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the May 26, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Ivan Durbak to approve the committee reports (including 2 Research projects) and minutes and was seconded by Jitendra Barmecha. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Ivan Durbak to approve the new participant application and was seconded by Jitendra Barmecha. The application was approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report

## **VII. Next Meeting**

The next Board meeting is scheduled on September 29, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**September 29, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Luz Liebeskind-RiverSpring Health, Paloma Hernandez-Urban Health Plan, Maria Castaneda-1199, L. Jeannine Bookhardt-Murray-Morris Heights, Elizabeth Lever-IFH, Sumir Sahgal-Essen, Stephen Rosenthal-Montefiore, Ivan Durbak-BronxCare

**Board Members Not Present:** Kenneth Boockvar, Eleanor Larrier, David Lee

**Others Present:** Charles Scaglione, Nance Shatzkin, Helen Pfister, Kathy Miller, JoAnn Ferrara

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes - June 30, 2022 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Luz Liebeskind. The minutes were approved by the Board.*

**III. Approval of Committee Reports**

Finance & Audit Committee

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the July 21, 2022 Finance & Audit Committee meeting including approval of 2021 audited financial statements, and actual vs. benchmark financial performance.

HIM Committee

Nance Shatzkin reviewed the minutes and key discussion items of the August 5, 2022 HIM Committee meeting including actual vs. benchmark performance.

Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the August 2, 2022 Clinical Committee meeting including actual vs. benchmark performance.

Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the August 4, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

Patient Rights & Member Responsibility Committee

Charles Scaglione and Maria Castaneda reviewed the minutes, key discussion items, and reports of the August 17, 2022 Patient Rights Committee meeting including audit results dashboard,

participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

Research and Quality Improvement Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the July 26, 2022 Research and Quality Improvement Sub Committee meeting including approval of one Research project and actual vs. benchmark performance.

Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the July 26, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Luz Liebeskind to approve the committee reports (including 2021 audited financial statements and CDN's Campbell Research Project) and minutes and was seconded by Paloma Hernandez. All items were approved by the Board.*

**IV. Approval of New Participant Applications**

*A motion was made by Luz Liebeskind to approve the new participant applications and was seconded by Paloma Hernandez. The applications were approved by the Board.*

**V. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 and Other Public Health Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- SHIN-NY Report

**VI. Next Meeting**

The next Board meeting is scheduled on October 25, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.



**Bronx RHIO, Inc.**  
**Board of Directors Meeting/WebEx/Conference Call Meeting**  
**October 25, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Luz Liebeskind-RiverSpring Health, Paloma Hernandez-Urban Health Plan, Maria Castaneda-1199, Sumir Sahgal-Essen, Ivan Durbak-BronxCare, David Lee-NYCDOHMH

**Board Members Not Present:** Kenneth Boockvar, Stephen Rosenthal, Elizabeth Lever, L. Jeannine Bookhardt-Murray

**Others Present:** Charles Scaglione, Nance Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Robert Dalrymple

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, agenda, and called the meeting to order.

**II. Approval of Board Minutes**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Paloma Hernandez. All others approved. The minutes were approved by the Board.*

**III. Approval of Committee Reports**

*Finance & Audit Committee*

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the October 20, 2022 Finance & Audit Committee meeting including approval of 2021 Tax Returns, and actual vs. benchmark financial performance.

*HIM Committee*

Nance Shatzkin reviewed the minutes and key discussion items of the October 7, 2022 HIM Committee meeting including actual vs. benchmark performance.

*Clinical Committee*

Charles Scaglione reviewed the minutes and key discussion items of the October 4, 2022 Clinical Committee meeting including actual vs. benchmark performance.

*Technical/Steering Committee*

Ivan Durbak reviewed the minutes and key discussion items of the October 6, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

*Patient Rights & Member Responsibility Committee*

Charles Scaglione reviewed the minutes, key discussion items, and reports of the October 7, 2022 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

Research and Quality Improvement Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the October 3, 2022 Research and Quality Improvement Sub Committee meeting including approval of one Research project and actual vs. benchmark performance.

Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the September 27, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Ivan Durbak to approve the committee reports (including 2021 Tax Returns and one Research Project) and minutes and was seconded by Sumir Sahgal. All items were approved by the Board.*

**IV. Approval of New Participant Applications**

*A motion was made by Ivan Durbak to approve the new participant applications and was seconded by Sumir Sahgal. The applications were approved by the Board.*

**V. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 and Other Public Health Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- NYSDOH 1115 Waiver Update
- SHIN-NY Report
- SHIN-NY Strategy Update

**VI. Next Meeting**

The next Board meeting is scheduled on December 13, 2022 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**December 13, 2022 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Luz Liebeskind-RiverSpring Health, Stephen Rosenthal-Montefiore, Maria Castaneda-1199, Sumir Sahgal-Essen, Ivan Durbak-BronxCare, Elizabeth Lever-IFH

**Board Members Not Present:** L. Jeannine Bookhardt-Murray, Paloma Hernandez

**Others Present:** Charles Scaglione, Keela Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Robert Dalrymple, Jo Ann Ferrara, Jennifer No, Rachel Sherman

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, the agenda, and called the meeting to order.

**II. Update on Board of Director Representatives**

Charles Scaglione provided an update on Board of Director vacant positions.

**III. Approval of Board Minutes - October 25, 2022 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Sumir Sahgal. All others approved. The minutes were approved by the Board.*

**IV. Approval of Committee Reports**

*Finance & Audit Committee*

Luz Liebeskind and Charles Scaglione reviewed the minutes and key discussion items of the December 8, 2022 Finance & Audit Committee meeting including approval of the 2023 Operating Budget, and actual vs. benchmark financial performance.

*HIM Committee*

Jo Ann Ferrara reviewed the minutes and key discussion items of the December 2, 2022 HIM Committee meeting including actual vs. benchmark performance.

*Clinical Committee*

Charles Scaglione reviewed the minutes and key discussion items of the December 6, 2022 Clinical Committee meeting including actual vs. benchmark performance.

*Technical/Steering Committee*

Ivan Durbak reviewed the minutes and key discussion items of the December 1, 2022 Technical & Steering Committee meeting including actual vs. benchmark performance.

#### Patient Rights & Member Responsibility Committee

Charles Scaglione reviewed the minutes, key discussion items, and reports of the December 2, 2022 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, 2023 Audit Plan, and actual vs. benchmark performance.

#### Research and Quality Improvement Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the November 22, 2022 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

#### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the November 22, 2022 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Ivan Durbak to approve the committee reports (including 2023 Operating Budget and 2023 Audit Plan) and minutes and was seconded by Luz Liebeskind. All items were approved by the Board.*

### **V. Approval of New Participant Applications**

*A motion was made by Ivan Durbak to approve the new participant applications and was seconded by Luz Liebeskind. The applications were approved by the Board.*

### **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Keela Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 and Other Public Health Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- NYSDOH 1115 Waiver Update
- SHIN-NY Report
- SHIN-NY Strategy Update
- KPMG 2022 QE Interim Certification Assessment Report of Bronx RHIO
- 2023 Board & Committee Meeting Schedule

### **VII. Next Meeting**

The next Board meeting is scheduled on February 28, 2023 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.

**Bronx RHIO, Inc.**  
**Board of Directors WebEx/Conference Call Meeting**  
**February 28, 2023 4:00 P.M.**

**Minutes**

**Board Members Present:** Jitendra Barmecha-SBH, Stephen Rosenthal-Montefiore, Maria Castaneda-1199, Sumir Sahgal-Essen, Ivan Durbak-BronxCare, Elizabeth Lever-IFH, Rachel Sherman- James J. Peters VA Medical Center, L. Jeannine Bookhardt-Murray-Morris Heights, Paloma Hernandez-Urban Health Plan, Regina Zimmerman-NYCDOHMH, Carmela Carino-Calvary

**Board Members Not Present:**

**Others Present:** Charles Scaglione, Nance Shatzkin, Helen Pfister, Kathy Miller, Erik Langhoff, Robert Dalrymple, Jo Ann Ferrara, Megha Arora

**I. Called to Order**

Jitendra Barmecha reviewed the attendees, the agenda, and called the meeting to order.

**II. Approval of Board Minutes - December 13, 2022 Meeting**

*A motion was made by Ivan Durbak to approve the minutes. It was seconded by Sumir Sahgal. All others approved. The minutes were approved by the Board.*

**III. Appointment of Replacement At Large Directors**

*A motion was made by Ivan Durbak to approve the resolution appointing Carmela Carino as replacement At Large Director for Luz Liebeskind. It was seconded by Paloma Hernandez. The resolution was approved by the Board.*

*A motion was made by Ivan Durbak to approve the At Large Director appointments of Rachel Sherman (Bronx VA) and Regina Zimmerman (NYCDOHMH). It was seconded by Elizabeth Lever. The At Large Director appointments were approved by the Board.*

**IV. Approval of Committee Reports**

**Finance & Audit Committee**

Charles Scaglione noted that the Finance & Audit Committee meeting originally scheduled for February 23, 2023 was postponed pending appointment of a new committee Chair.

**HIM Committee**

Jo Ann Ferrara reviewed the minutes and key discussion items of the February 10, 2023 HIM Committee meeting including actual vs. benchmark performance.

### Clinical Committee

L. Jeannine Bookhardt-Murray reviewed the minutes and key discussion items of the February 7, 2023 Clinical Committee meeting including actual vs. benchmark performance.

### Technical/Steering Committee

Ivan Durbak reviewed the minutes and key discussion items of the February 9, 2023 Technical & Steering Committee meeting including actual vs. benchmark performance.

### Patient Rights & Member Responsibility Committee

Charles Scaglione reviewed the minutes, key discussion items, and reports of the February 10, 2023 Patient Rights Committee meeting including audit results dashboard, participant audit reports, corrective action plans, DOH and break the glass results, and actual vs. benchmark performance.

### Research and Quality Improvement Sub Committee

Rachel Sherman reviewed the minutes and key discussion items of the January 31, 2023 Research and Quality Improvement Sub Committee meeting including actual vs. benchmark performance.

### Information Security Sub Committee

Charles Scaglione reviewed the minutes and key discussion items of the February 7, 2023 Information Security Sub Committee meeting including actual vs. benchmark performance.

*A motion was made by Paloma Hernandez to approve the committee reports (including 2022 draft Financial Statements and Track PCC QI/Public Health Project) and minutes and was seconded by Ivan Durbak. All items were approved by the Board.*

## **V. Approval of New Participant Applications**

*A motion was made by Paloma Hernandez to approve the new participant application and was seconded by Ivan Durbak. The application was approved by the Board.*

## **VI. Executive Director Report & Updates**

Kathy Miller, Charles Scaglione, and Nance Shatzkin reviewed the following:

- Actual vs. Benchmark Performance Review
- Business and Operations Report
- Compliance Report
- Contractual Performance Report
- COVID-19 and Other Public Health Support Activities
- Implementation, Usage and Integrations Report
- Population Health Report
- NYSDOH 1115 Waiver Update
- SHIN-NY Report
- SHIN-NY Strategy Update

- HITRUST 2022 QE Certification Assessment Report of Bronx RHIO

## **VII. Next Meeting**

The next Board meeting is scheduled on April 27, 2023 at 4:00pm. With no other business the meeting was adjourned at 5:00pm.