



SUMMARY OF ACTIONS TAKEN

August 16, 2022 - Wexner Medical Center Board Meeting

Members Present:

Leslie H. Wexner
Abigail S. Wexner
Alan A. Stockmeister
John W. Zeiger
Tom B. Mitevski
Tanner R. Hunt

Robert H. Schottenstein
Cindy Hilsheimer
Amy Chronis
Hiroyuki Fujita (ex officio)
Kristina M. Johnson (ex officio)
Melissa L. Gilliam (ex officio)

Michael Papadakis (ex officio)
Mark Larmore (ex officio)
Andrew Thomas (ex officio)

Members Present via Zoom:

N/A

Members Absent:

Stephen D. Steinour
W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 43rd meeting on Tuesday, August 16, 2022, at the Longaberger Alumni House on Ohio State's Columbus campus. Board Secretary Jessica A. Eveland called the meeting to order at 1:07 p.m. As co-interim leaders of the Wexner Medical Center, both Mark Larmore, Chief Financial Officer, and Andrew Thomas, Chief Clinical Officer, were in attendance, but only Dr. Thomas served as a voting member for this meeting.

Item for Action

1. Approval of Minutes: No changes were requested to the May 17, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

Items for Discussion

2. Interim Co-Leaders' Report: Dr. Thomas began with a moment of silence to honor Mason Fisher, a second-year medical student at Ohio State who experienced a medical emergency and passed away while participating in Pelotonia 2022. Dr. Thomas expressed the university's condolences to the Fisher family. He then acknowledged the Buckeye Paws therapy dog program and thanked its members for visiting with trustees and other guests prior to the meeting. The Buckeye Paws program was created in March 2020 to promote wellness amongst medical center staff during the height of the COVID-19 pandemic, and it has since been expanded to serve faculty, staff and students across the entire university.

Dr. Thomas also took the opportunity to recognize representatives from the William H. Davis, Dorothy M. Davis & William C. Davis Foundation and members of Bill Wells' family who were in attendance. Mr. Wells' wife, Jackie, has become chair and president of the Davis Foundation since the passing of her husband in early 2022. She was in attendance as Dr. Thomas acknowledged the longtime financial support the Wells family has shown to many areas at Ohio State, including the medical center. Mr. Wells was instrumental in coordinating the donations that led to the creation of the Dorothy M. Davis Heart and Lung Research Institute in 2000, which now covers 200,000 square feet in six locations across the Columbus campus and generates \$30 million per



year in research funding. The Davis Foundation has contributed more than \$35 million to the university since 1976, and their most recent commitment of \$5.5 million will create a newly endowed chair focused on metabolic diseases and also establish a research neighborhood within Ohio State's Interdisciplinary Research Facility on West Campus.

Additionally, Dr. Thomas acknowledged the commitment of Football Coach Ryan Day and his wife, Nina, for their \$1 million gift to establish the Nina and Ryan Day Resilience Fund. Their gift will support mental health research and services at the medical center and in the College of Medicine in an effort to raise awareness of mental health issues and reduce the stigma around those issues. Dr. Thomas also welcomed Dr. Chyke Doubeni, who joined Ohio State in July as Chief Health Equity Officer and will lead the Office of Health Equity, Diversity and Inclusion.

Finally, Dr. Thomas and members of the Wexner Medical Center Board – including Mr. Wexner, Mr. Zeiger, Mr. Schottenstein and President Johnson – all congratulated Mr. Larmore on his impending retirement as CFO of the Wexner Medical Center. In advance of Mr. Larmore's retirement on August 31, the team thanked him for his seven years of service, during which time cash and investments at the medical center increased by \$1.3 billion and debt was reduced by \$300 million. Everyone agreed that Mr. Larmore had been essential to the success of the medical center during this period of significant growth.

Mr. Larmore thanked everyone for their comments and expressed his appreciation for their partnership over the years. He then discussed a gratitude booklet that was shared with members of the Board, which was compiled in an effort to remember the medical center's many achievements throughout the pandemic. One of those achievements, he noted, was recently recognized by the American Nurses' Credentials Center. The center awarded the Magnet Prize to an interdisciplinary team of nurses and staff from University Hospital and the Ross Heart Hospital who developed an innovative process for monitoring the glucose levels of diabetic patients with COVID-19. The protocol allowed insulin to be dispensed from outside the room – benefitting the patient and also protecting the staff from exposure to COVID-19.

Mr. Larmore also shared that in the recently released *U.S. News & World Report* rankings, the College of Medicine moved up three spots to become No. 30 among all medical schools in the nation, and No. 11 among all public medical schools in the nation. Additionally, he pointed out that this has been the best year for research at Ohio State with a record \$367 million generated, which translates to a 20% increase over the prior year.

College of Medicine Dean Carol Bradford then joined the conversation to share that the college is partnering with Bon Secours Mercy Health to tackle one of Ohio's most critical impending health care issues — ensuring there is an adequate number of community medicine physicians to care for patients in midsize and rural communities. A new community medicine medical degree track will be offered at Ohio State, with unique clinical experiences at Mercy Health – St. Rita's Medical Center in Lima. Scheduled to start in 2024, medical students will complete their first two years of training at Ohio State's Columbus campus and the remaining two years of core clinical training within Mercy Health – St. Rita's Medical Center. The program, which is the first of its kind in the region, is the result of the Healthy State Alliance, an initiative between the Wexner Medical Center and Mercy Health designed to tackle Ohio's most critical health needs.



3. Leading the Way: Accelerating Impact through Partnership: Dean Bradford, Jennifer Dauer, Chief Strategy and Transformation Officer, and Dr. Lon Simonetti, the John W. Wolfe Professor in Cardiovascular Research, presented on the medical center's strategic use of partnerships to accelerate its progress toward the achievement of its ambition to be among the top 20 academic health care systems. They also shared details regarding a new five-year partnership with Siemens Healthineers. Dr. Karolina Zareba, an Associate Professor of Cardiovascular Medicine, joined Dr. Simonetti to discuss Ohio State's cutting edge cardiovascular imaging technologies. They shared how the partnership with Siemens Healthineers will enable Ohio State to bring the most advanced imaging and treatment technologies to patient care and research centers.

(See Attachment X for background information, page XX)

4. James Cancer Hospital Report: Dr. David Cohn, interim CEO of the James Cancer Hospital, began his remarks by expressing his condolences on the passing of Mason Fisher during Pelotonia. He also thanked everyone who participated in the event. Pelotonia has raised more than \$250 million for cancer research so far, which is crucial funding since cancer remains one of the most widespread and deadly diseases in the United States. It is estimated that more than 73,000 cases of cancer will be diagnosed in the state of Ohio this year alone. In 2019, Ohio State's cancer program established an ambitious strategic plan. Dr. Cohn shared a handful of updates across the strategic plan's four pillars: Talent and Culture, Research, Health and Wellbeing, and Financial Stewardship. In particular, he highlighted a groundbreaking effort by the hematology team, which administered the first-ever in-human "tri-specific" in-house manufactured CAR-T cell therapy to a patient with leukemia. The patient came to Ohio State from Brazil to participate in this new therapy.

(See Attachment X for background information, page XX)

5. Wexner Medical Center Financial Report: In his final report to the Board, Mr. Larmore shared the medical center's pre-audit Fiscal Year 2022 year-end financial results through June 30, 2022. The health system – which includes the seven hospitals – saw an excess of revenue over expenses of \$365 million, which was approximately \$100 million more than anticipated. This was, however, a decline from the previous year's \$488 million excess of revenue over expenses. Meanwhile, the combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, showed \$417 million excess of revenue over expenses, which was approximately \$130 million more than anticipated. Finally, looking at the balance sheet for the combined Wexner Medical Center results, Mr. Larmore noted that this year, the medical center crossed \$7 billion on the balance sheet. He pointed out that cash was down \$289 million but, given all of the construction that taking place at the medical center, this decline was anticipated. Also, the assets limited to use figure was up \$546 million, which reflects the balance of the remaining proceeds from the university's bond offering. Additionally, current liability for the year was down \$139 million due to an advance the medical center received from Medicare during the pandemic. The medical center is now in the process of paying off that advance.

(See Attachment X for background information, page XX)



Items for Action

- 6. Resolution No. 2023-01: Recommend Approval to Enter Into/Increase Professional Services and Construction Contracts:

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Doan – Roof Replacement
Ohio State East Hospital – T1 Emergency Generator
Emergency Response Radio System

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades
Wexner Medical Center Inpatient Hospital

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

Interdisciplinary Health Sciences Center

Synopsis: Authorization to enter into/increase professional services and construction contracts, as detailed in the attached materials, is proposed.

WHEREAS in accordance with the attached materials, the university desires to enter into professional services contracts for the following projects; and

	Prof. Serv. Approval Requested	Total Requested	
Doan – Roof Replacement	\$1.1M	\$1.1M	Auxiliary Funds
Ohio State East Hospital – T1 Emergency Generator	\$0.6M	\$0.6M	Auxiliary Funds
Emergency Response Radio System	\$1.4M	\$1.4M	Auxiliary Funds

WHEREAS in accordance with the attached materials, the university desires to enter into/increase professional services contracts and enter into/increase construction contracts for the following projects; and

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades	\$0.5M	\$1.0M	\$1.5M	Auxiliary Funds



THE OHIO STATE UNIVERSITY

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Wexner Medical Center Inpatient Hospital	\$0.1M	\$6.0M	\$6.1M	University Debt Fundraising Auxiliary Funds Partner Funds

WHEREAS in accordance with the attached materials, the university desires to increase construction contracts for the following project:

	Construction Approval Requested	Total Requested	
Interdisciplinary Health Sciences Center	\$1.1M	\$1.1M	Fundraising University funds Auxiliary funds State funds

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the professional services and construction contracts for the projects listed above be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the Wexner Medical Center Board recommends that the President and/or Senior Vice President for Business and Finance be authorized to increase professional services and construction contracts for the projects listed above in accordance with established university and State of Ohio procedures, with all actions to be reported to the Board of Trustees at the appropriate time.

(See Attachment X for background information, page XX)

7. Resolution No. 2023-02: Recommend for Approval Lease of Real Property:

AT TAYLOR AND ATCHESON STREETS
NEAR OUTPATIENT CARE EAST – WEXNER MEDICAL CENTER
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located adjacent to Outpatient Care East, on Taylor and Atcheson Streets, in the City of Columbus, Franklin County, Ohio, for future medical utilization and development, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2.375 acres of real property located near Outpatient Care East, in the City of Columbus, Ohio; and

WHEREAS pursuant to the Ohio Revised Code, the university may lease land belonging to or under the control or jurisdiction of a state university; and



WHEREAS utilization and future development on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS any future development shall be subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the purchase of said property be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the Wexner Medical Center Board recommends that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to review the development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Attachment X for background information, page XX)

8. Resolution No. 2023-03: Ratification of QPAC Appointments FY2023-24:

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for FY2023-2024 are as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair

Tanner R. Hunt

Melissa L. Gilliam

Michael Papadakis

Jay M. Anderson

Andrew M. Thomas

David E. Cohn

Elizabeth Seely

CAROL R. BRADFORD

Scott A. Holliday

Iahn Gonsenhauser

CORRIN STEINHAUER

Lisa Keder

Paul Monk

Abigail S. Wexner (ex officio)



9. Resolution No. 2023-04: Plan for Patient Care Services (Ohio State University Hospitals):

OHIO STATE UNIVERSITY HOSPITALS
d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the plan for patient care services for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

WHEREAS the mission of the Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the plan for inpatient and outpatient care services describes the integration of clinical departments and personnel who provide care and services to patients at University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of the plan for patient care services was approved by the Medical Staff Administrative Committee (University Hospitals) on May 11, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for patient care services for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital as outlined in the attached Plan for Patient Care Services.

(See Attachment X for background information, page XX)

10. Resolution No. 2023-05: Plan for Patient Care Services (James Cancer Hospital):

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the plan for patient care services for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; and

WHEREAS The James plan for patient care services describes the integration of clinical departments and personnel who provide care and services to patients at The James; and

WHEREAS the annual review of the plan for patient care services was approved by The James Medical Staff Administrative Committee on June 17, 2022; and



WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for patient care services as outlined in the attached Plan for Patient Care Services.

(See Attachment X for background information, page XX)

11. Resolution No. 2023-06: Clinical Quality, Patient Safety, and Reliability Plan (James Cancer Hospital):

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; and

WHEREAS the Clinical Quality, Patient Safety, and Reliability Plan for FY23 outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of The James; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 was approved by The James Quality, Patient Safety, and Reliability Committee on April 26, 2022; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 was approved by The James Medical Staff Administration Committee on May 20, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Center Board approve the annual review of the Clinical Quality, Patient Safety, and Reliability plan for FY23:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality, Patient Safety, and Reliability Plan for FY23 (attached) for The James.

(See Attachment X for background information, page XX)



12. Resolution No. 2023-07: Clinical Quality, Patient Safety, and Service Plan (Ohio State University Hospitals):

OHIO STATE UNIVERSITY HOSPITALS
d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 for the hospitals at The Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

WHEREAS the mission of The Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the Clinical Quality, Patient Safety, and Service Plan for FY23 outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of the University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 was approved by the Quality Leadership Council on May 3, 2022; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 was approved by the University Hospitals Medical Staff Administrative Committee on May 11, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality, Patient Safety, and Service Plan for FY23 (attached) for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

(See Attachment X for background information, page XX)

Action: Upon the motion of Mrs. Wexner, seconded by Mr. Zeiger, the Wexner Medical Center Board recommended agenda items No. 6 – Recommend for Approval to Enter Into and Increase Professional Services and Construction Contracts, and No. 7 – Recommend for Approval the Lease of Real Property, to the University Board of Trustees for final approval by majority roll call vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.

Action: Upon the motion of Mr. Stockmeister seconded by Mrs. Wexner, the Wexner Medical Center Board approved agenda item No. 8 – Quality and Professional Affairs Committee Items by majority roll call vote with only the votes of the following members used for approval: Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.



EXECUTIVE SESSION

It was moved by Mrs. Wexner and seconded by Mr. Wexner that the Wexner Medical Center Board recess into executive session to consider business-sensitive trade secrets and quality matters required to be kept confidential by federal and state statutes, to consult with legal counsel regarding pending or imminent litigation, and to discuss personnel matters involving the appointment, employment and compensation of public officials, which are required to be kept confidential under Ohio law.

A roll call vote was taken, and the board voted to go into executive session with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.

The Wexner Medical Center Board entered executive session at 2:38 p.m. and adjourned at 5:03 p.m.