

TUESDAY, FEBRUARY 14, 2023
WEXNER MEDICAL CENTER BOARD MEETING

Leslie H. Wexner, chair
Abigail S. Wexner
Alan A. Stockmeister
John W. Zeiger
Tom B. Mitevski
Tanner R. Hunt
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Amy Chronis
Hiroyuki Fujita (ex officio, voting)
Kristina M. Johnson (ex officio, voting)
Melissa L. Gilliam (ex officio, voting)
Michael Papadakis (ex officio, voting)
Jay M. Anderson / Andrew M. Thomas (ex officio, voting)

Location: Sanders Grand Lounge, Longaberger Alumni House
2200 Olentangy River Road, Columbus, Ohio 43210

Time: 1:00-5:00pm

Public Session

1. Approval of November 2022 Wexner Medical Center Board Meeting Minutes
2. Interim Co-Leaders' Report – Mr. Jay Anderson, Dr. Andrew Thomas 1:00-1:15pm
3. Leading the Way: Neurological Institute – Dr. Russell Lonser, Dr. Benjamin Segal 1:15-1:40pm
4. James Cancer Hospital Report – Dr. David Cohn 1:40-1:50pm
5. Wexner Medical Center Financial Report – Mr. Vincent Tammaro 1:50-1:55pm
6. Recommend for Approval to Increase Professional Services and Enter Into/Increase Construction Contracts – Mr. Frank Aucremanne 1:55-2:05pm
 - Healthy Community Center Renovation
 - Martha Morehouse Tower HVAC Infrastructure
 - WMC Outpatient Care West Campus
7. Ratification of Committee Appointments FY23-24 – Mr. Alan Stockmeister 2:05-2:10pm

Executive Session

2:10 – 5:00 pm

SUMMARY OF ACTIONS TAKEN

November 15, 2022 - Wexner Medical Center Board Meeting

Members Present:

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

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

Andrew Thomas (ex officio)
Jay Anderson (ex officio)

Members Present via Zoom:

Amy Chronis

Members Absent:

Leslie H. Wexner
Stephen D. Steinour
W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 44th meeting on Tuesday, November 15, 2022, at the Longaberger Alumni House on Ohio State's Columbus campus. Board Secretary Jessica A. Eveland called the meeting to order at 1:00 p.m. As co-interim leaders of the Wexner Medical Center, both Jay Anderson Chief Operating Officer, and Andrew Thomas, Chief Clinical Officer, were in attendance, but only Mr. Anderson served as a voting member for this meeting.

Item for Action

1. Approval of Minutes: No changes were requested to the August 16, 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 and Mr. Anderson began by sharing a variety of updates and happenings around the Wexner Medical Center. Dr. Thomas asked for a pause in remembrance of Dr. Rebecca Jackson who sadly passed away in October. Dr. Jackson was a nationally recognized translational clinician-scientist and lifelong Buckeye. Dr. Thomas extended condolences to her family and our entire Buckeye family as we grieve the loss of our friend and colleague.

Mr. Anderson shared his gratitude for the hundreds of fellow veterans and active-duty service members at the Wexner Medical Center. Our Veterans Employee Resource Group recently hosted our annual Veteran's Day Celebration where we reflected on incredible strides happening in our Military Medicine Program. The U.S. Department of Defense recently awarded combined \$11.5 million to advance this important work - \$3.1 million for a study aimed at improving the standard of care for military personnel with traumatic nerve injuries and \$8.4 million to study suicide prevention for military service members.



Mr. Anderson also noted that we are preparing to celebrate an exciting milestone for our new inpatient hospital tower with an official topping out ceremony inviting Wexner Medical Center faculty, staff, learners and patients to take part by autographing one of the beams.

Dr. Thomas congratulated more than 300 clinical faculty who were included on the 2022 Castle Connolly Top Doctors list – a resource directory created to guide patients to the most trusted, skilled physicians in the U.S., along with 90 clinical faculty named to Castle Connolly’s Exceptional Women in Medicine list this year.

On the topic of dedication to the field of medicine, Dr. Thomas recognized a recent nurse-led study at the Wexner Medical Center’s Brain and Spine Hospital that identified an effective way to reduce hospital falls – acknowledging the work of senior investigator Dr. Tammy Moore, associate chief nursing officer, and co-author Tina Bodine, nurse navigator, both from the Neurological Institute, as well as collaborators from the College of Medicine’s Center for Biostatistics. This important study advances our goals for continuous improvement in the quality and safety of patient care.

A few additional awards to note:

- Recently earned national recognition as the 2022 recipient of the Association of American Medical College’s Spencer Foreman Award for Outstanding Community Engagement
- Ohio Bureau of Workers’ Compensation recently awarded a nearly \$1.5 million grant to the Wexner Medical Center and College of Medicine to fund *The Buckeye Pause Bundle* which includes participation in our renowned Mindfulness in Motion program, wearable technology that tracks biometric outcomes and access to respite spaces located strategically across the medical center
- The Ohio State University and The Ohio State University Wexner Medical Center also received the Governor’s Inclusive Employer Award for our commitment to individuals with disabilities in the workplace and being leaders of diversity and inclusion practices in Ohio

Dr. Thomas concluded by sharing that he and Mr. Anderson recently had the privilege of attending the 13th Annual Faces of Resilience event which celebrated community members helping to transform behavioral health care for Central Ohio and raised more than \$400,000 in support of our Center for Psychiatry and Resilience and the Stress, Trauma and Resilience (STAR) Program. He encouraged everyone to remember that there are so many lives touched by the challenges of mental illness, suicide and substance use disorder, which is why we invited Dr. Luan Phan to join us and highlight some of the world-class programs and resiliency initiatives at the Wexner Medical Center.

3. Leading the Way: Behavioral Health: Dr. Luan Phan, Chair of the Department of Psychiatry and Behavioral Health, highlighted some of the medical center’s signature programs that focus on improving the lives of people with mental illness and addiction.

(See Attachment X for background information, page XX)

4. James Cancer Hospital Report: Dr. David Cohn, Interim CEO of the James Cancer Hospital, shared details regarding some innovative programs at the James/Comprehensive Cancer Center, including information on the pioneering work taking place in the Center for Cancer Engineering.

(See Attachment X for background information, page XX)

5. Wexner Medical Center Financial Report: Mr. Vincent Tammaro, Wexner Medical Center Chief Financial Officer, provided a high-level presentation regarding the medical center’s financial performance through the end of the first quarter of FY23.

(See Attachment X for background information, page XX)



Items for Action

- 6. Resolution No. 2023-44: Recommend Approval to Enter Into/Increase Professional Services and Construction Contracts:

APPROVAL TO INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

East Hospital Dock Expansion
Wexner Medical Center Inpatient Hospital

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS

Doan - Roof Replacement

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 increase professional services and construction contracts for the following projects; and

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
East Hospital Dock Expansion	\$0.2M	\$2.4M	\$2.6M	auxiliary funds
Wexner Medical Center Inpatient Hospital	\$3.8M	\$81.2M	\$85.0M	university debt fundraising auxiliary funds partner funds

WHEREAS in accordance with the attached materials, the university desires to enter into construction contracts for the following project; and

	Construction Approval Requested	Total Requested	
Doan - Roof Replacement	\$3.3M	\$3.3M	auxiliary 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 President and/or Senior Vice President for Business and Finance be authorized to enter into/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 at the appropriate time.

(See Attachment X for background information, page XX)

7. Resolution No. 2023-45: Amendments to the Bylaws of The Ohio State University Wexner Medical Center Board:

Synopsis: Approval of the attached amendments to the Bylaws of The Ohio State University Wexner Medical Center Board is proposed.

WHEREAS pursuant to 3335-1-09 (C) of the Administrative Code, the rules and regulations for the university may be adopted, amended or repealed by a majority vote of the University Board of Trustees at any regular meeting of the board; and

WHEREAS a periodic review of the board’s bylaws is a governance best practice; and

WHEREAS the last revisions to the Bylaws of The Ohio State University Wexner Medical Center Board took place in February 2021:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby recommends approval by the University Board of Trustees of the attached amendments to the Bylaws of The Ohio State University Wexner Medical Center Board.

(See Attachment X for background information, page XX)

8. Resolution No. 2023-46: Scope of Care - Outpatient Care Dublin:

Synopsis: Approval of the annual review of the scope of patient care services for The Ohio State University Ambulatory Surgery Center – Outpatient Care Dublin, 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 scope of care describes services related to elective outpatient procedures at The Ohio State University Ambulatory Surgery Center – Outpatient Care Dublin; and

WHEREAS on September 27, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the scope of patient care services for The Ohio State University Ambulatory Surgery Center – Outpatient Care Dublin:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the scope of care for The Ohio State University Ambulatory Surgery Center – Outpatient Care Dublin as outlined in the attached document

(See Attachment X for background information, page XX)



Action: Upon the motion of Mr. Stockmeister, seconded by Mrs. Wexner, 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 Amendments to the Wexner Medical Center Board Bylaws for final approval by majority roll call vote with the following members present and voting: Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Mr. Anderson.

Action: Upon the motion of Mr. Stockmeister seconded by Mrs. Wexner, the Wexner Medical Center Board approved agenda item No. 8 – Score of Care for Outpatient Care Dublin Item by majority roll call vote with only the votes of the following members used for approval: Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Mr. Anderson.

EXECUTIVE SESSION

It was moved by Mrs. Wexner and seconded by Mr. Zeiger 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: Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Mr. Anderson.

The Wexner Medical Center Board entered executive session at 2:00 p.m. and adjourned at 4:51 p.m.



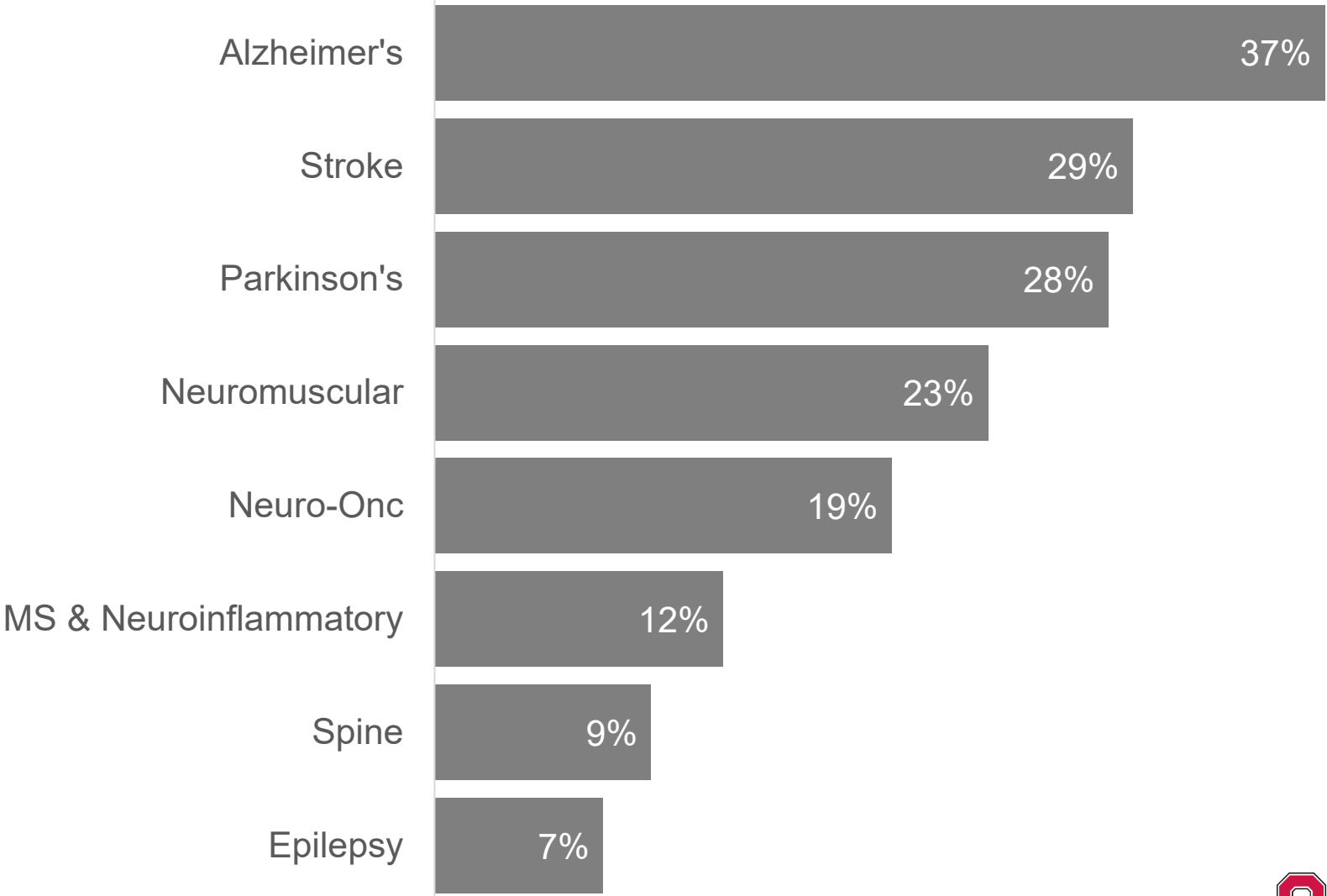
Neurological Institute

Wexner Medical Center Board
February 14, 2023

Russell Lonser, MD – Professor and Chair, Department of Neurological Surgery

Benjamin Segal, MD – Professor and Chair, Department of Neurology

Central Ohio Outpatient 10-Year Growth Forecast



Growing Burden of Neurological Disease in U.S.

Annual health care expenditure for care of patients

\$51B

Parkinson's

\$65B

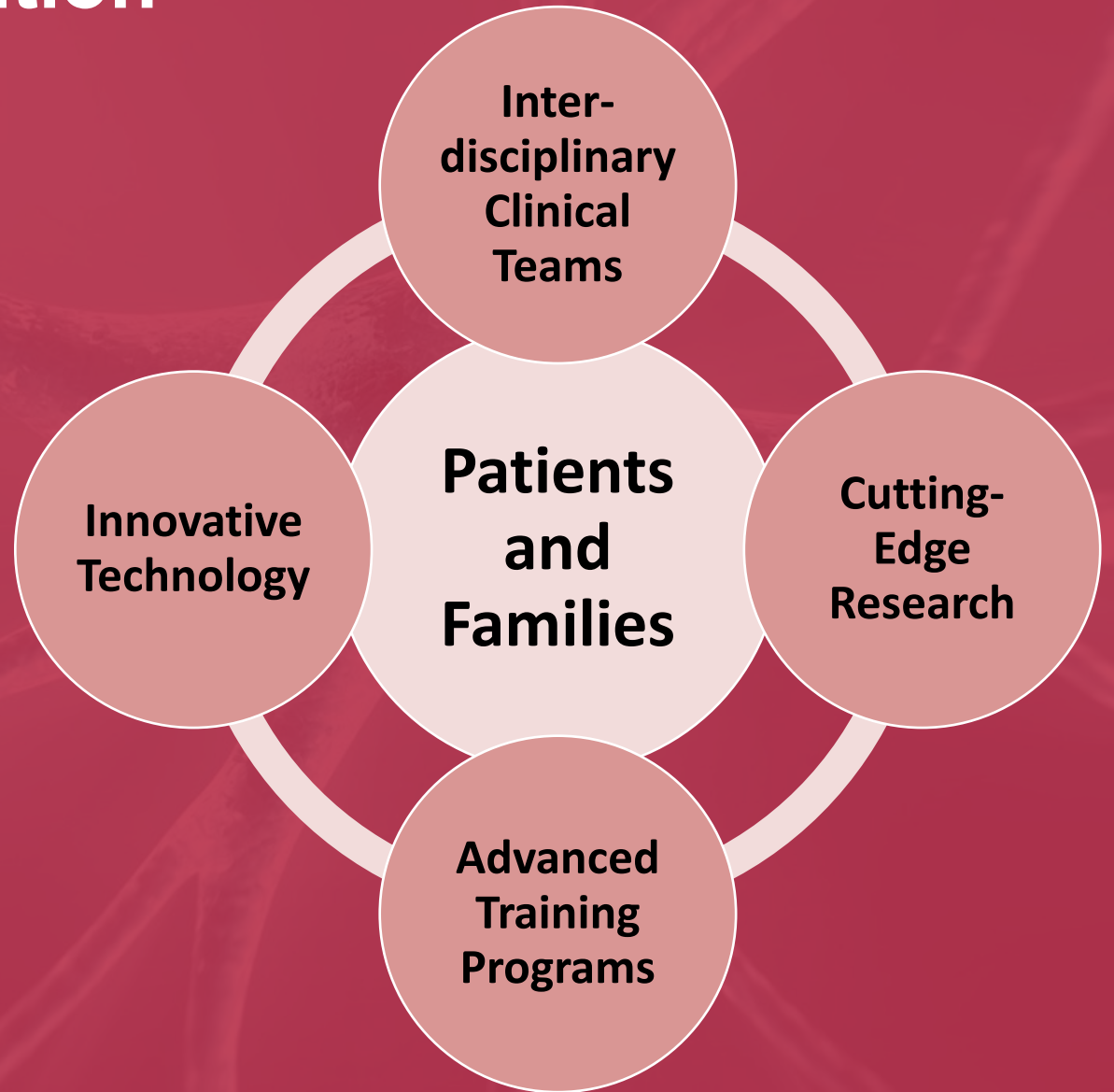
Multiple Sclerosis

\$110B

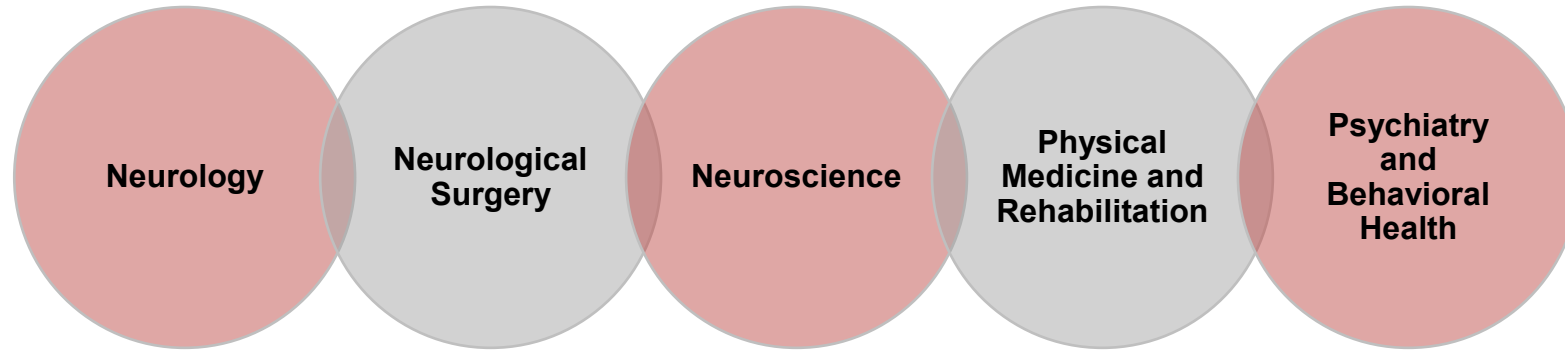
Alzheimer's

Neurological Institute Ambition

To create a world-class Neurological Institute that delivers accessible, quality care and treatment to those impacted with neurological conditions through innovations in clinical delivery, research and education



Neurological Institute by the Numbers



Faculty Members
Across 5 Departments

288

Research Awards
(FY22)

\$35.4M

Philanthropy
(last 3 years)

\$51.3M

Outpatient
Visits (FY22)

250,012

Inpatients (FY22)

7,005

Surgeries (FY22)

5,674

New Subspecialty Clinics

21

Growing
Statewide Inpatient
Market Share

Continued Expansion of Inpatient Market Share

- Recruit and retain top-tier talent
- Improve access to coordinated, collaborative subspecialty care
- Offer access to advanced clinical trials and therapeutics
- Lead the market in virtual health care-delivery partnerships

Statewide Market Share FY22

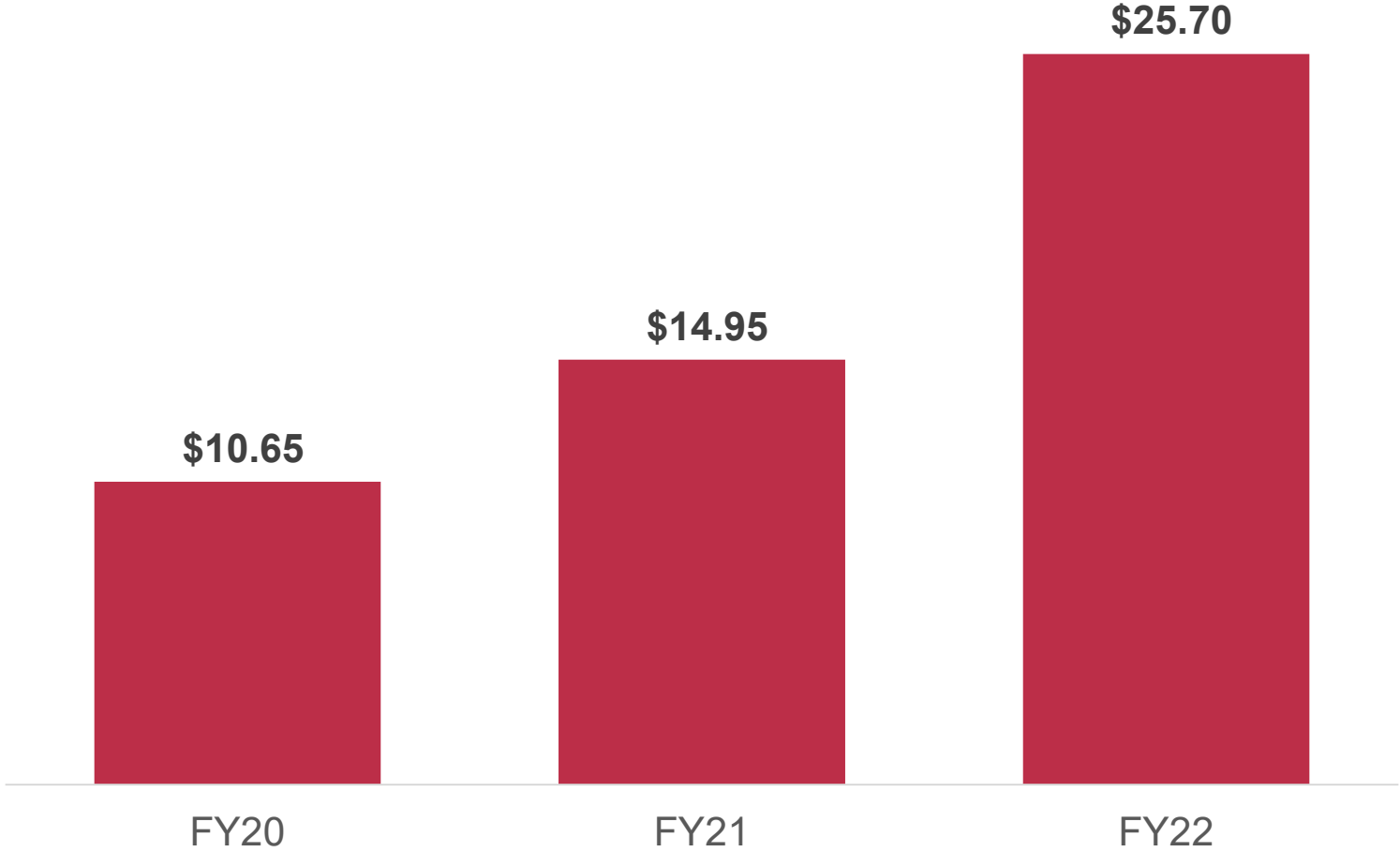
Mercy Health	14.5%
Cleveland Clinic	14.4%
UH Cleveland	9.6%
OhioHealth	8.3%
Ohio State	6.3%
Premier Health	4.9%
Mount Carmel	4.8%

Franklin and Contiguous Counties Market Share FY22

OhioHealth	40.7%
Mount Carmel	28.9%
Ohio State	23.6%
Licking Memorial	2.1%
Fairfield Med Ctr	2.1%
Cleveland Clinic	2.1%
Madison Health	0.7%

Community Impact and Support

Millions in philanthropy



Neurological Institute Training Programs

Health and Rehabilitation Science Programs

2

programs

293

learners

Graduate Medical Education Residencies and Fellowships

21

programs

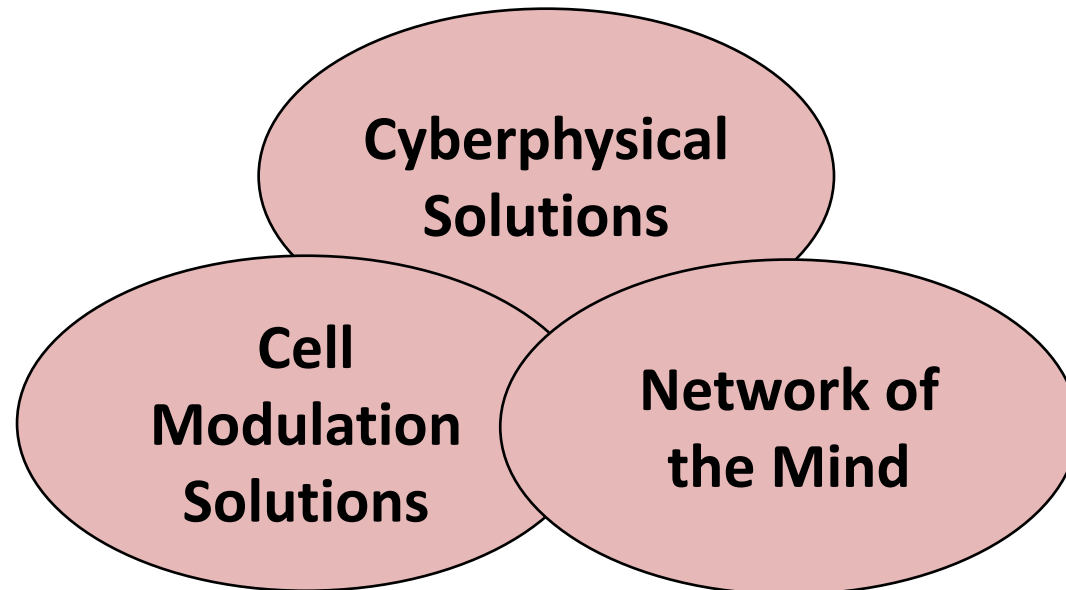
124

learners

Innovation and Commercialization

Ohio State, Battelle pledge \$10M to nonprofit to bring neurotech inventions to market

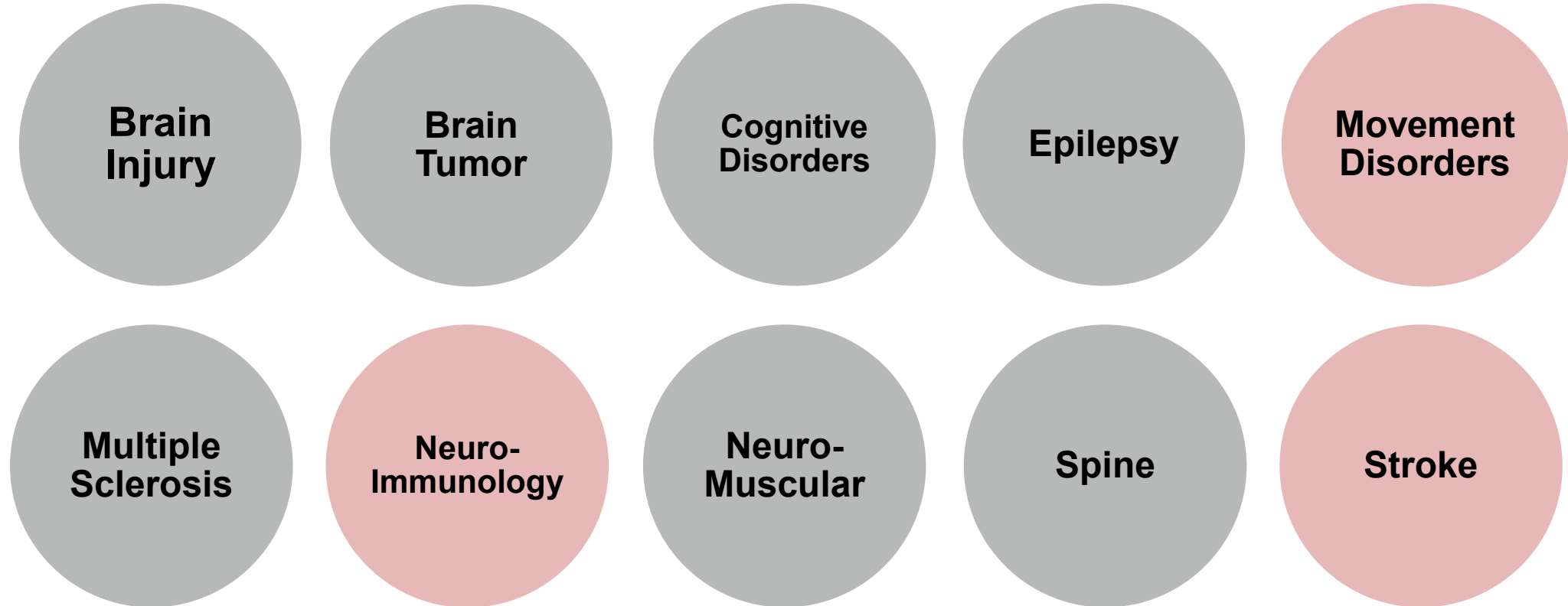
- Founded NeuroTech Institute
- \$28.5 million raised to date from partners and investors



**Tim Lucas,
MD, PhD**

Inaugural Director
NeuroTech Institute

Interdisciplinary Work in 10 Foundational Programs




Interdisciplinary Clinical Teams • Innovative Technology
Cutting-Edge Research • Advanced Training Programs

Neuro-Immunology

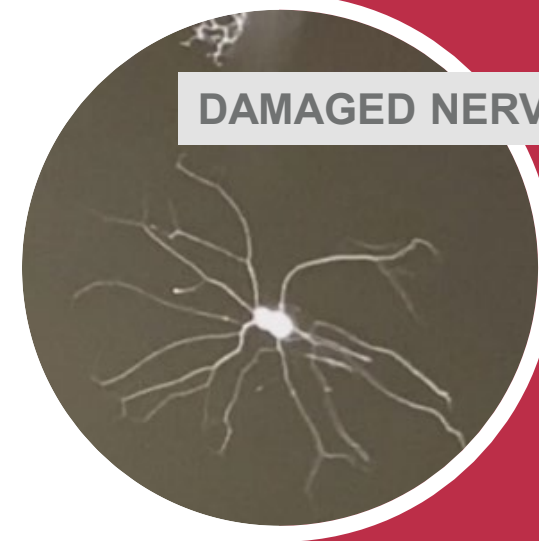
Article | [Published: 26 October 2020](#)

A new neutrophil subset promotes CNS neuron survival and axon regeneration

[Andrew R. Sas](#), [Kevin S. Carbajal](#), [Andrew D. Jerome](#), [Rajasree Menon](#), [Choya Yoon](#), [Ashley L. Kalinski](#),
[Roman J. Giger](#) & [Benjamin M. Segal](#) 

[Nature Immunology](#) 21, 1496–1505 (2020) | [Cite this article](#)

- Article ranked in the 98th percentile of 418,604 articles in all journals for 2020
- Accessed more than 17,000 times
- Already cited by 82 other scientific articles



DAMAGED NERVE CELL




REGENERATED NERVE CELL

MEDICAL WATCH

Breakthrough research shows hope for reversing damage in neurological disease

by: [Dina Bair](#), [Katharin Czink](#)
Posted: Oct 26, 2020 / 10:23 PM CDT
Updated: Oct 26, 2020 / 10:23 PM CDT





Neuro-Immunology

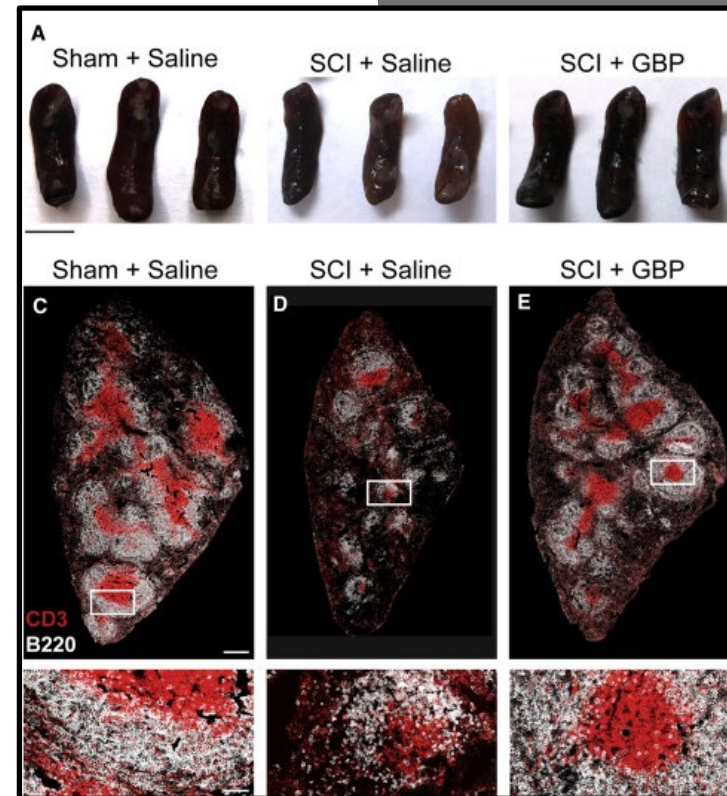
Cell Reports

Volume 34, Issue 4, 26 January 2021, 108667

Article

Acute post-injury blockade of $\alpha 2\delta$ -1 calcium channel subunits prevents pathological autonomic plasticity after spinal cord injury

Faith H. Brennan^{1,7}, Benjamin T. Noble^{1,7}, Yan Wang^{1,7}, Zhen Guan¹, Hayes Davis¹, Xiaokui Mo², Clay Harris³, Cagla Eroglu⁴, Adam R. Ferguson^{5,6}, Phillip G. Popovich^{1,8}  



Neuro-Immunology

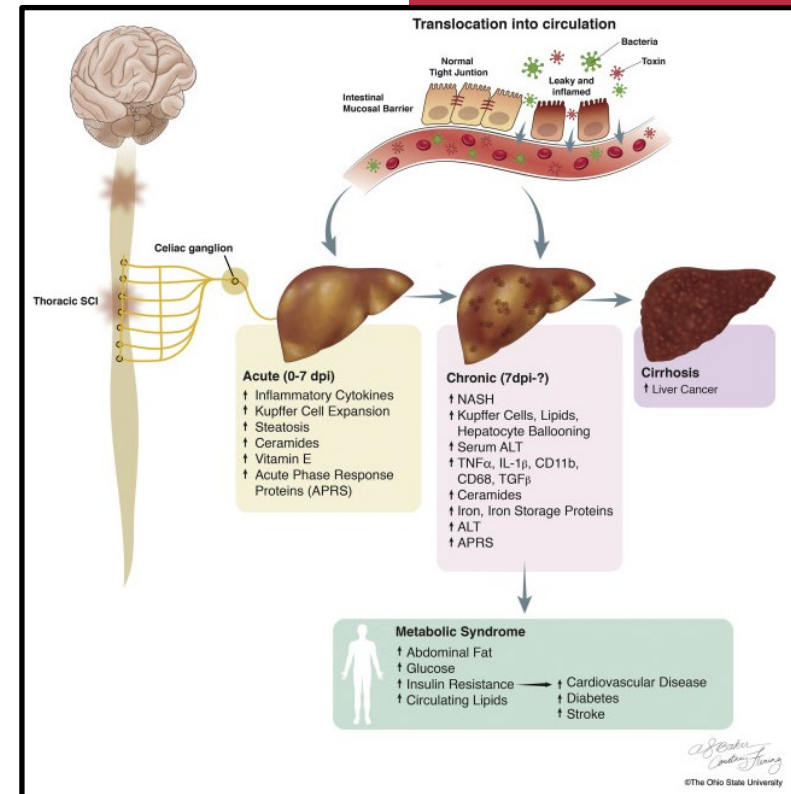
Experimental Neurology

Volume 325, March 2020, 113160

Review Article

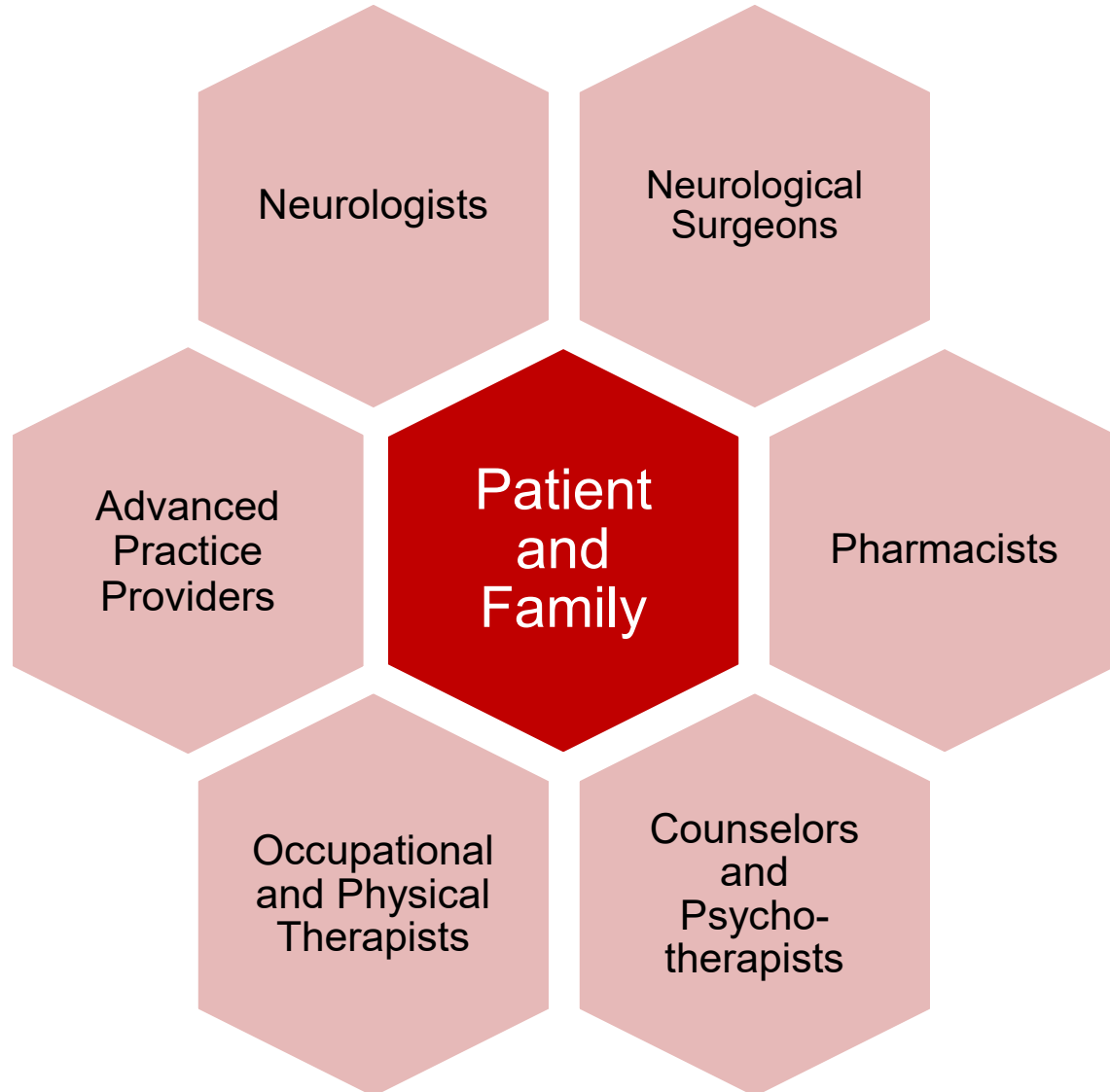
Hepatic dysfunction after spinal cord injury: A vicious cycle of central and peripheral pathology?

Matthew T. Goodus^{a, b} ✉, Dana M. McTigue^{a, b} 👤 ✉



Movement Disorders

Interdisciplinary clinics



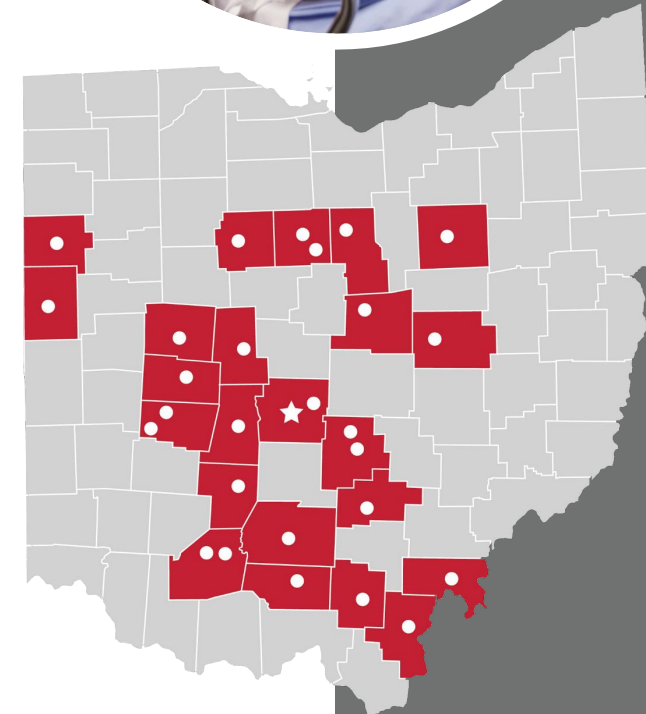
Movement Disorders

- Clinical Trials and Advanced Therapeutics
 - Phase I drug trials
 - Phase III drug trials
- Neuromodulation/Deep Brain Stimulation
 - Medtronic partnership for product development
 - Reduced tremors in Parkinson's
 - Reduced epileptic seizure frequency
- Gene Therapy
 - Treatment of spinal muscular atrophy with intraspinal Spinraza injections
 - Treatment of AADC with intracranial injections



Ohio State Telestroke Network

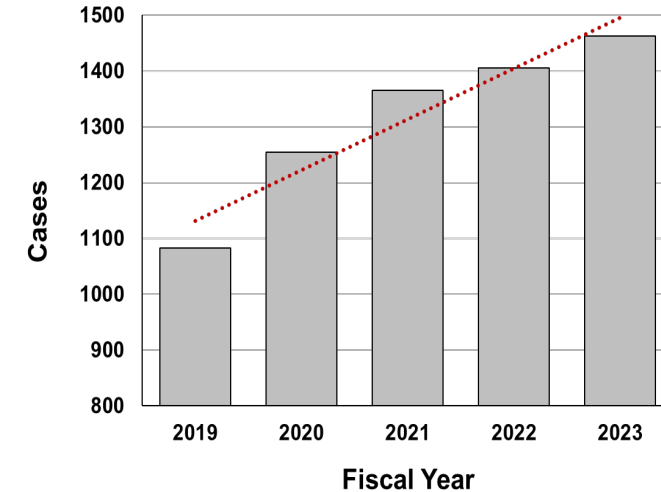
- Ohio's largest telestroke network: 29 hospitals in 25 counties
- Connects community hospitals with nationally recognized Ohio State stroke specialists
- AHA Comprehensive Stroke Center
- Stroke program growth over last 5 years:
 - 23.7% increase overall
 - 26.8% increase in stroke transfers
 - 66.3% increase in hemorrhagic strokes treated



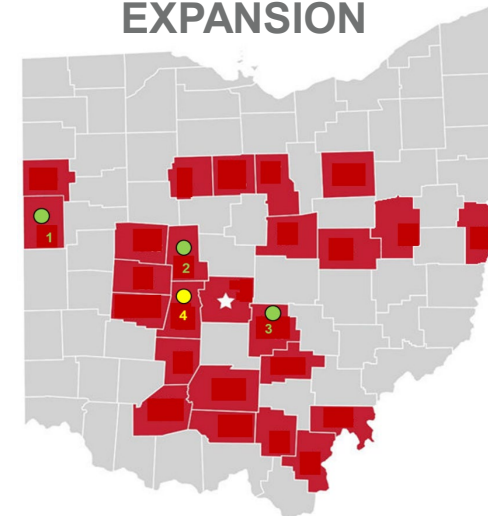
Stroke Program Drives Further Research and Innovation

- 11 active stroke clinical trials
 - 5 new trials in 2021
 - 7 new trials in 2022
- NIH, industry and Ohio State investigator-initiated trials
- Telestroke hemorrhagic hotline for referring physicians to speak to a neurosurgeon
- 3 partner hospitals across the state leverage the Telestroke Network for teleneurology consults

CEREBROVASCULAR SURGERY VOLUME

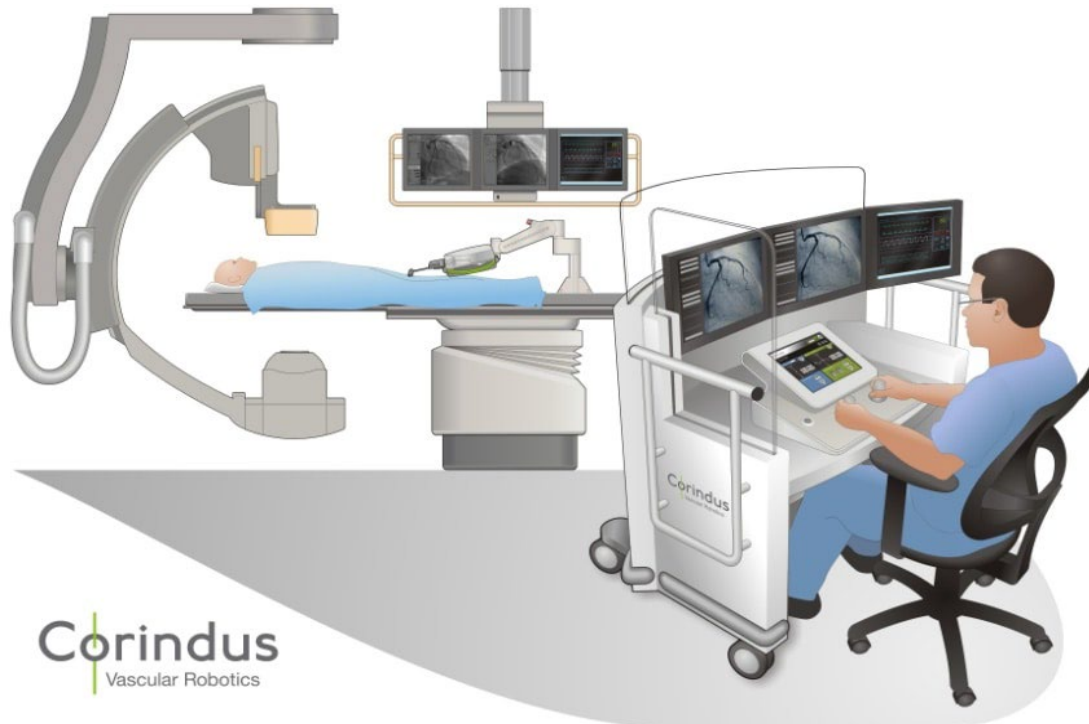


OHIO STATE TELENEUROLOGY EXPANSION



Stroke Program Drives Further Research and Innovation

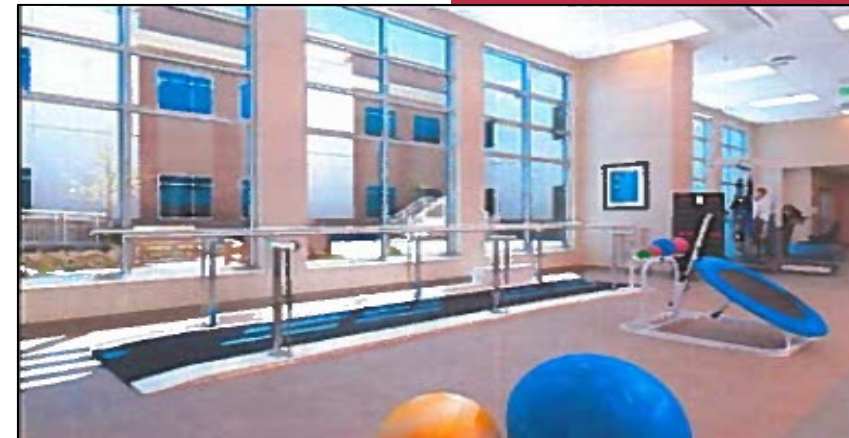
Strategic partnership with Siemens Healthineers focused on robotic endovascular surgery



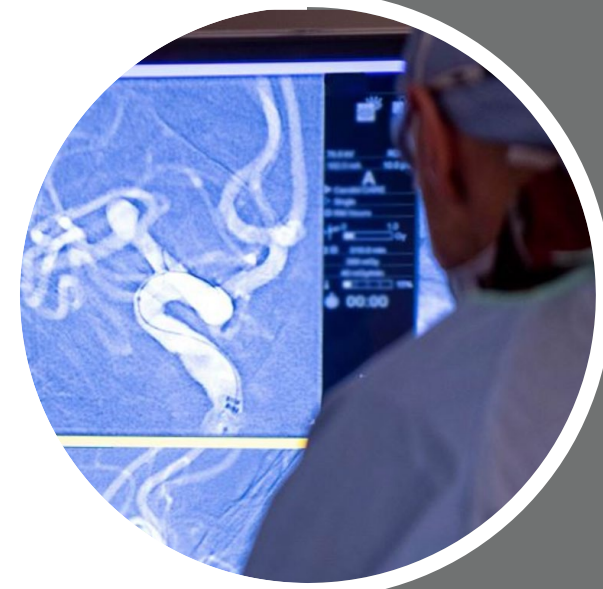
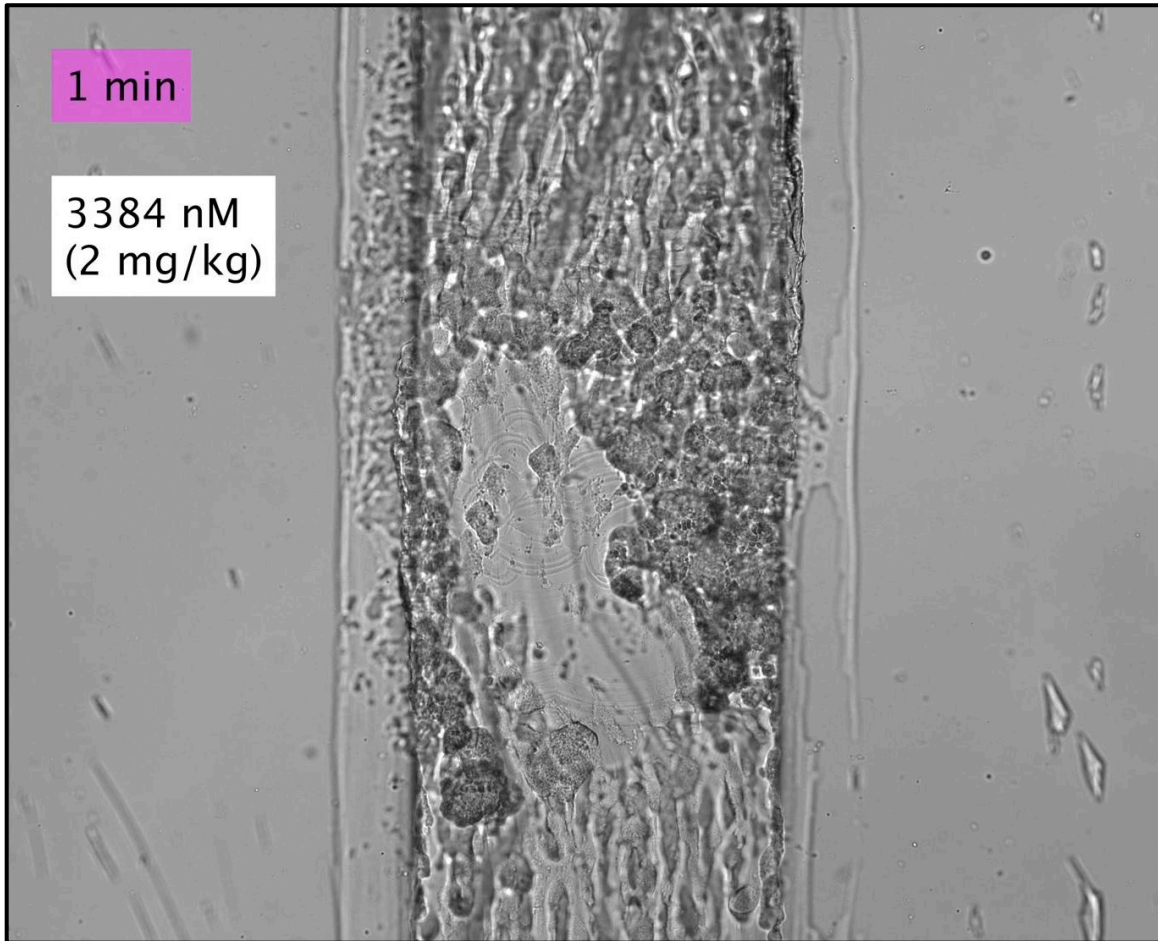
Stroke Program Drives Further Research and Innovation

Ohio State Wexner Medical Center announces plans for new inpatient rehab hospital to open in 2025

- Nationally accredited stroke rehabilitation program
- 188 out of 946 (19.9%) post-stroke rehab admissions (FY22)
- New rehab hospital will also include:
 - Traumatic brain injury program
 - Spinal cord injury program



Stroke Program Drives Further Research and Innovation



— Patient Impact: Eva's Story



Appendix: Neurological Institute on **Health & Discovery**

- [A new hope for neurological disorders](#)
- [A promising new stroke treatment](#)
- [Drawing to clarity after bipolar disorder diagnosis](#)
- [FAQ: Mental illness diagnosis and treatment](#)
- [Frequently Asked Questions about Alzheimer's Disease and Dementia](#)
- [Games like Wordle can Improve brain health](#)
- [Gene therapy changes patient's life](#)
- [Gene therapy is changing lives](#)
- [Helping treat stroke patients in rural Ohio](#)
- [How to prevent suicide](#)
- [Innovative approach with neurology clinics](#)
- [Multiple Sclerosis FAQ](#)
- [Ohio State football coach's gift](#)
- [Philanthropy for gene therapy](#)
- [Preventing suicide among U.S. military personnel and veterans](#)
- [Promote healing with orthobiologics](#)
- [Removing limitations and creating natural movement for prosthetics](#)
- [Revolutionary test for memory disorders](#)
- [Stroke FAQ with Dr. Shahid Nimjee](#)
- [Strokes are possible for the young and healthy](#)
- [Studies in brain changes aim for early detection of Alzheimer's, dementia](#)
- [Suicide prevention FAQ with Craig Bryan, PsyD](#)
- [Understanding the origins of mental illness](#)
- [Zero Suicides: Military members and suicide prevention](#)

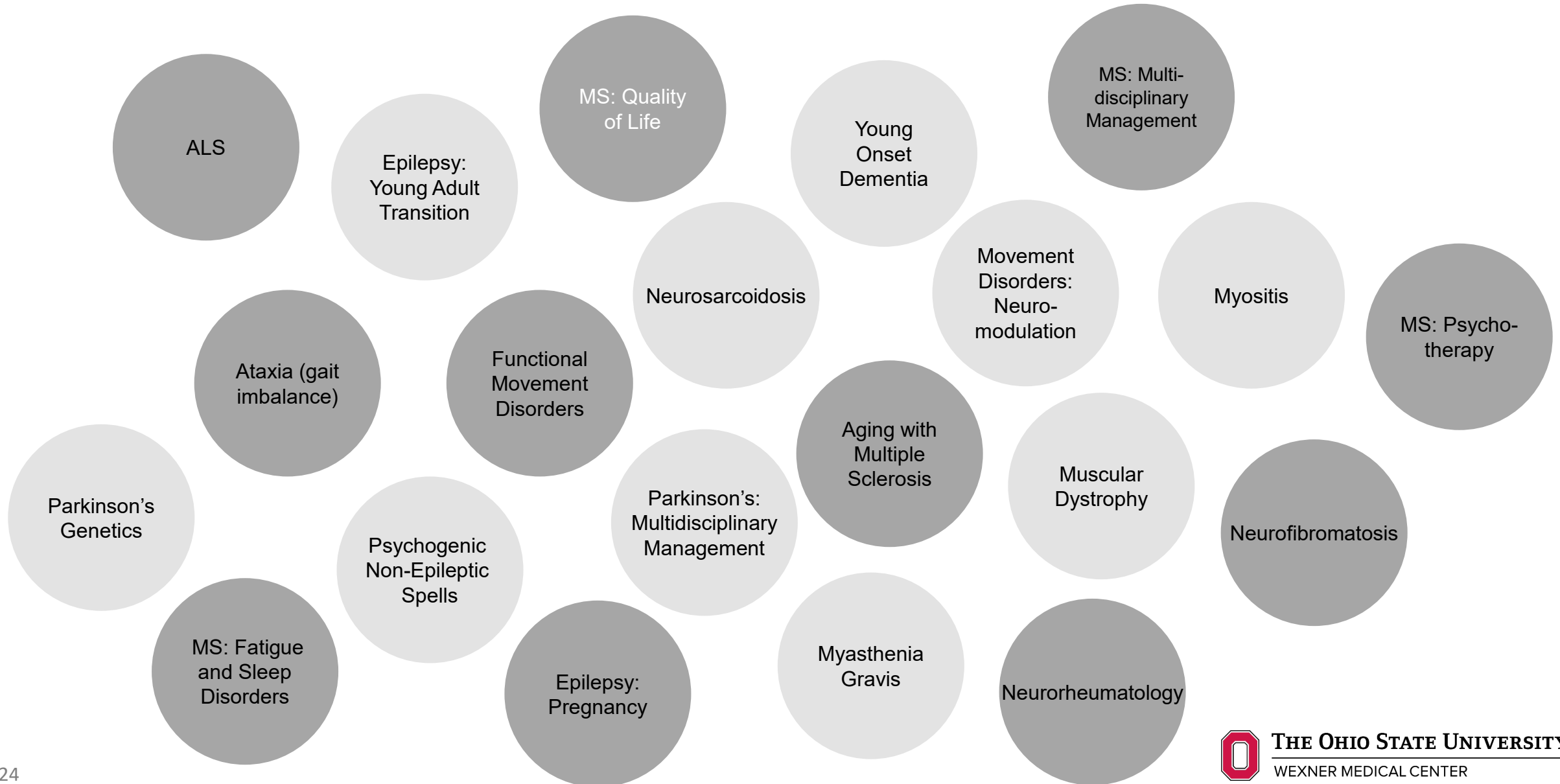
Appendix: Awards and Accreditations



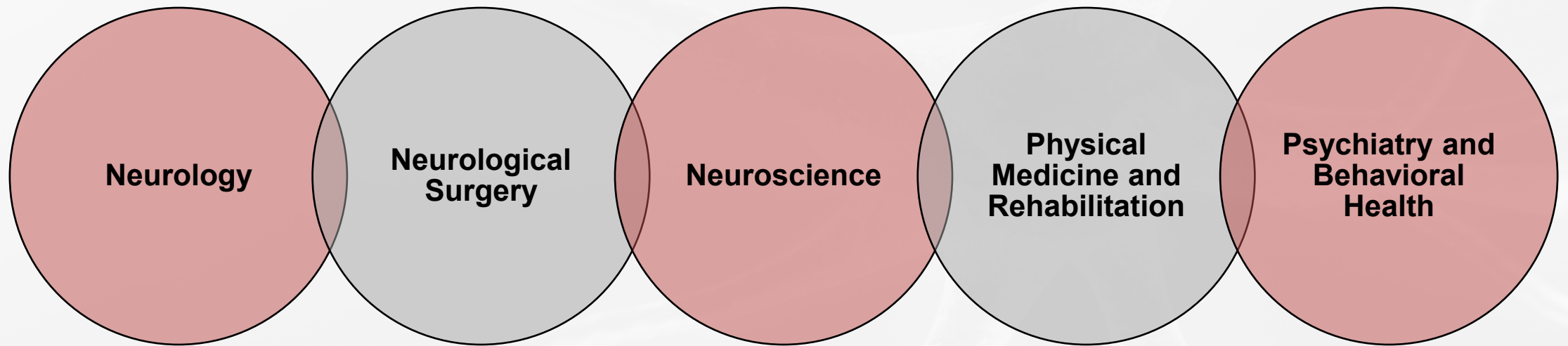
American Heart Association
American Stroke Association
CERTIFICATION
Meets standards for
Comprehensive Stroke Center



Appendix: Neurological Institute 21 Subspecialty Clinics



Appendix: Neurological Institute Structure





Wexner Medical Center Board Report

**The Arthur G. James Cancer Hospital and
Richard J. Solove Research Institute**

David E. Cohn, MD, MBA
Interim Chief Executive Officer
February 14, 2023

The James



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Creating a Cancer-free World.
One Person, One Discovery at a Time.

The James Cancer Hospital and Solove Research Institute is More than a Hospital

Cancer Care Across the Continuum

Optimal access points and coordination among community-based, acute and post-acute settings

Community-Based Care

- Home
- Virtual / Digital
- Cancer Screening
- Genetic Testing
- Imaging and Diagnostics
- Ambulatory Clinics

Acute Care

- Inpatient Hospital
- Outpatient Surgery
- Radiation Oncology
- Infusions / Clinical Trials
- Emergency Department
- Palliative Care

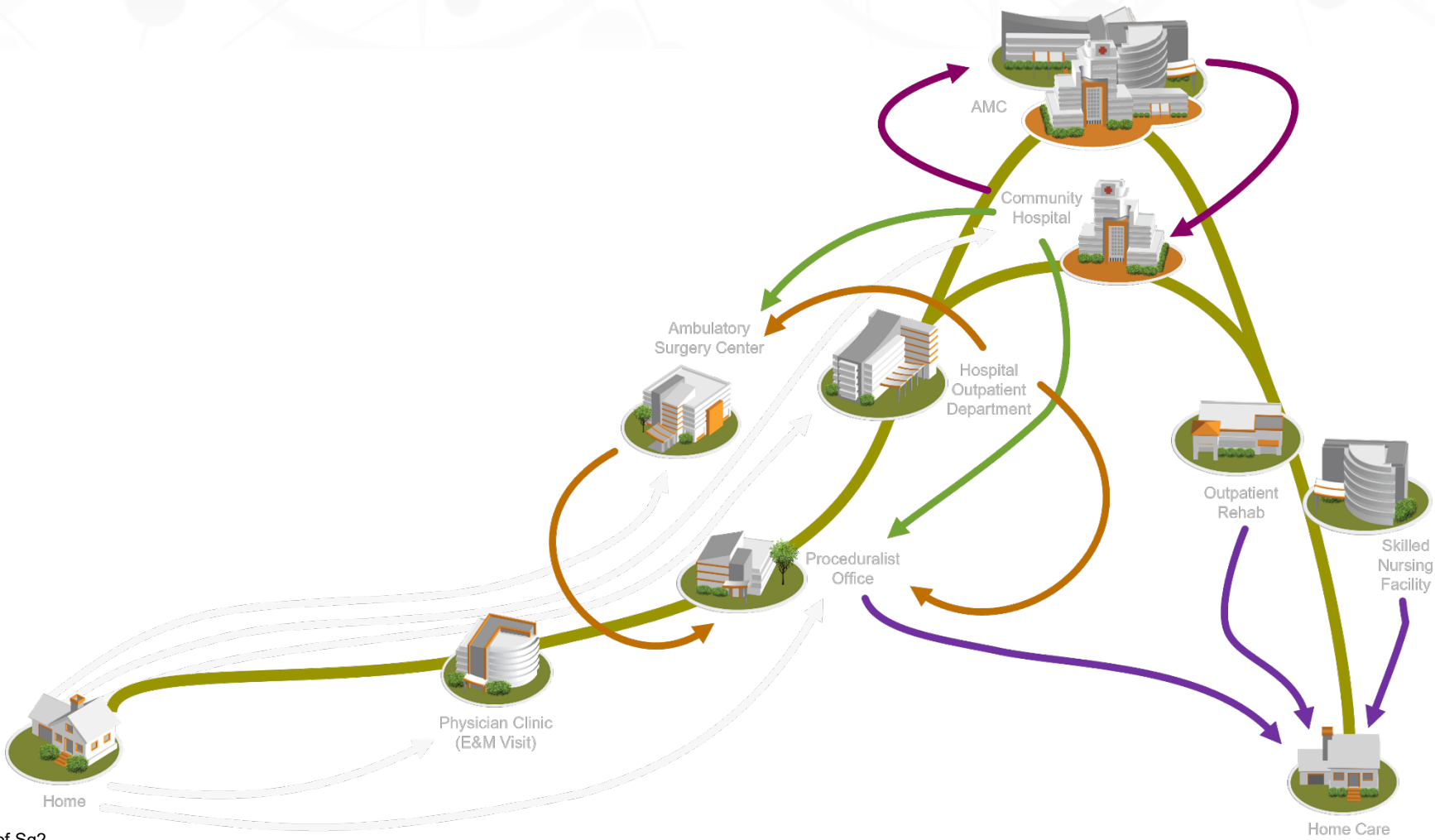
Post-Acute Care

- Oncology Rehab
- Skilled Nursing
- Hospital at Home
- Symptom Management
- Survivorship Care
- Hospice Care

The James

Leveraging Assets to Treat the Right Patients in the Right Place at the Right Time

Health and Wellbeing



**Medical Director of the
Cancer Care Continuum**



Raquel Reinbolt, MD

The James



Courtesy of Sg2

Pre-Diagnosis

The James Cancer Diagnostic Center (JDC)

- Direct, expedited access to diagnostic testing
- Timely and precise diagnosis leading to specialty-based cancer treatment
- Patients can self-refer or be referred by a provider
- Same-day or next-day appointments, virtually or in-person
- Clinic led by oncology advanced practice providers
- Avoids unnecessary emergency department visits, hospital admissions or transfer to the James



The James



THE OHIO STATE UNIVERSITY
COMPREHENSIVE CANCER CENTER



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

cancer.osu.edu/diagnosticcenter

The James



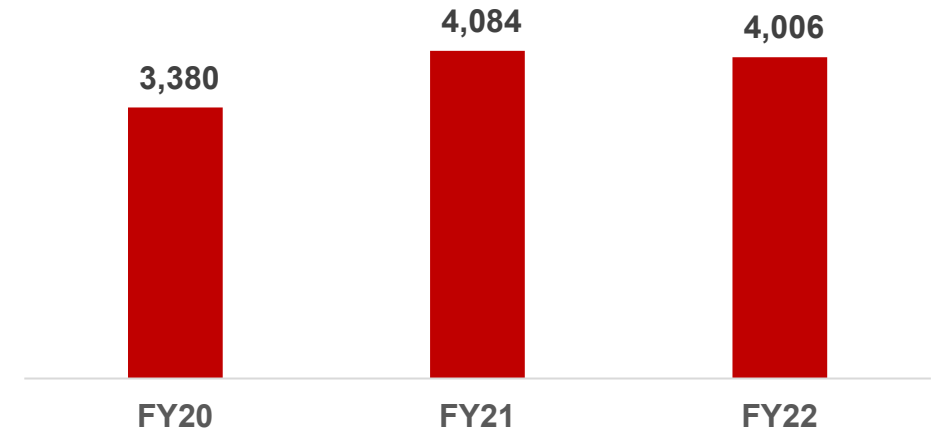
THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

During Cancer Treatment

Immediate Care Center (ICC)

- Open 24 hours/day, 7 days/week by referral only
- Sees established James patients for urgent, but stable, conditions requiring evaluation by a provider
- Conditions may include dehydration, cancer pain, fever, or uncontrolled nausea/vomiting
- Serves as a decision-making point of care to direct patients to home, ED, or hospital admission based on acuity
- Visits have plateaued due to capacity - Expansion to 14 beds occurs January 2023

James Immediate Care Center Visits



Patients Finding Fast Relief at The James' Immediate Care Center

The James

Post-Discharge

James Transition of Care Clinic (JTOCC)

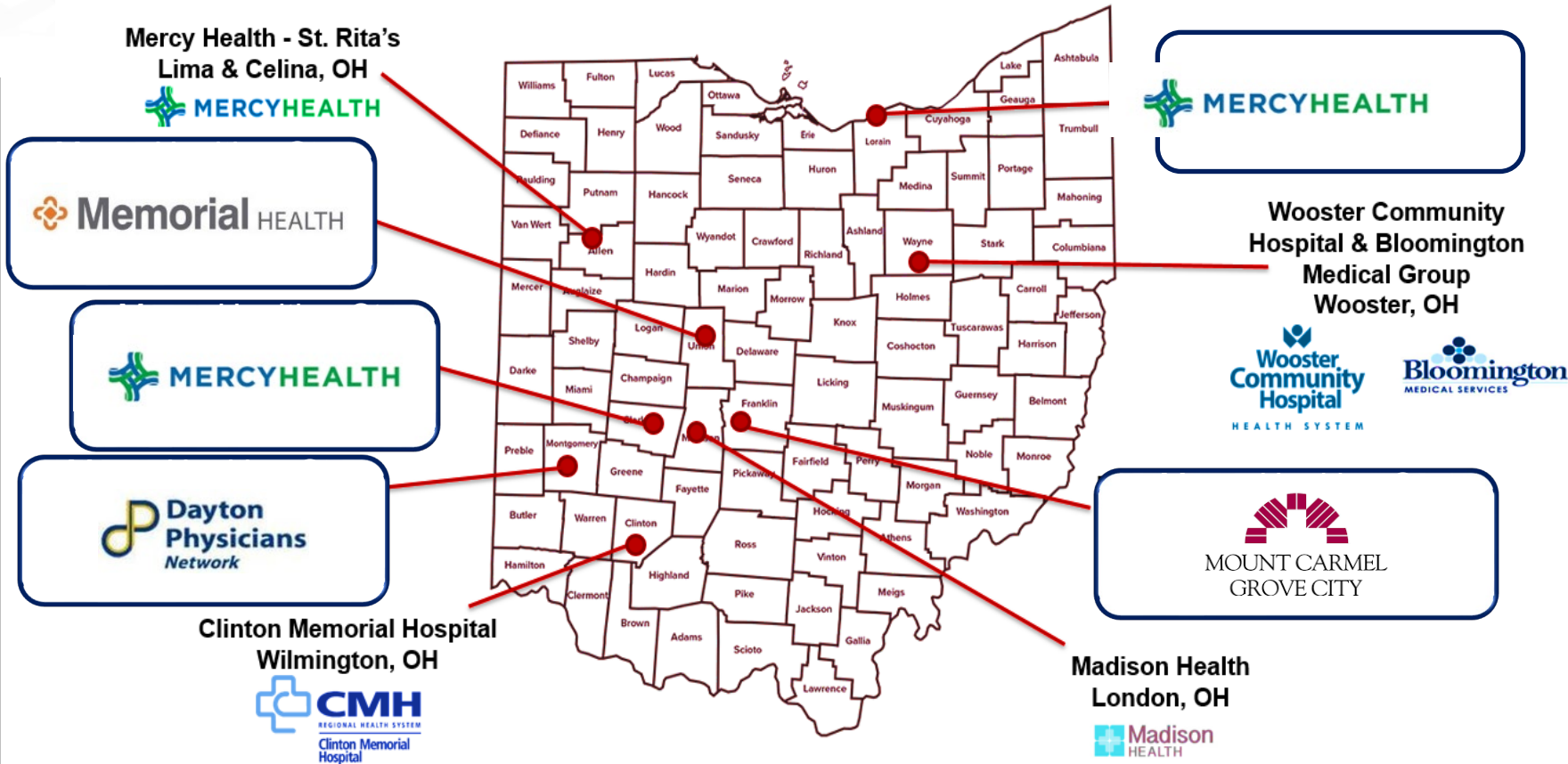
- Recently discharged patients evaluated to ensure needs are being met
 - Medication compliance, symptom control, improving condition
- Targeted communication to primary oncology team before and after patient visit
- Combines virtual and in-person assessments tailored to the patient's needs
- Reduces risk of ED visits and hospital readmission and improves transitional care



The James

Community-Based Care – James Cancer Network (JCN)

Health and Wellbeing



James Cancer Network

- ✓ Added five sites since CY19
- ✓ Healthy State Alliance
- ✓ Appointed Chris Rhoades, MD as Director of Clinical Operations and Community Engagement

James Cancer Network Footprint

**Blue box denotes new relationship between CY 19-22*

The James

This Work Supports Principle of Patient-Centered Care



- Four central tenets of RBC:
 - Patient-centered and family-centered care
 - Knowing and caring for ourselves
 - Collaboration with our colleagues
 - A strong commitment to the communities we serve
- A caring and healing environment includes mind, body and spirit
- Improves safety, quality, patient satisfaction, and employee engagement

The James

The Quality of Nursing Practice



- The James was awarded its third Magnet designation by the American Nurses Credentialing Center

- Nine “exemplars” for outstanding nursing care
- 9% of US hospitals are Magnet designated



- Recognizes health care organizations for quality patient care, nursing excellence and innovations in professional nursing practice



The James

The Experience of Patients through the Continuum



Recognizes hospitals that have achieved patient experience scores at the 95th percentile and above



Recognizes hospitals that have consistently achieved patient experience scores at the 95th percentile and above for at least 3 consecutive years

The James



**Together, we are working
to create a cancer-free
world.**

**One person,
one discovery at a time.**

The James



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER



Wexner Medical Center Board Financial Report Public Session

February 14, 2023

The Ohio State University Health System

Consolidated Statement of Operations
For the YTD ended: December 31, 2022
(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	1,945,550	1,946,885	(1,335)	-0.1%	1,813,094	7.3%
Operating Expenses						
Salaries and Benefits	854,262	834,383	(19,879)	-2.4%	721,457	-18.4%
Resident/Purchased Physician Services	97,255	94,668	(2,587)	-2.7%	83,170	-16.9%
Supplies/Pharmaceuticals/Other	734,464	724,369	(10,095)	-1.4%	682,832	-7.6%
Depreciation	108,245	108,246	1	0.0%	98,121	-10.3%
Interest	22,530	22,530	-	0.0%	18,856	-19.5%
Total Expense	1,816,756	1,784,196	(32,560)	-1.8%	1,604,436	-13.2%
Gain (Loss) from Operations (pre MCI)	128,794	162,689	(33,895)	-20.8%	208,658	-38.3%
Medical Center Investments	(115,408)	(115,408)	-	0.0%	(102,148)	-13.0%
Income from Investments	13,409	15,911	(2,502)	-15.7%	14,721	-8.9%
Other Gains (Losses)	13,464	13,213	251	---	12,860	---
Excess of Revenue over Expense	\$ 40,258	\$ 76,406	\$ (36,148)	-47.3%	\$ 134,091	-70.0%
Non-Budgeted One-Time Recognitions	\$ 51,151	\$ -	\$ 51,151	0.0%	\$ -	0.0%
Margin with Non-Budgeted One-Time Recognitions	\$ 91,409	\$ 76,406	\$ 15,003	19.6%	\$ 134,091	-31.8%
Margin Percentage	4.7%	3.9%	0.8%	19.7%	7.4%	-2.7%
EBIDA	\$ 222,184	\$ 207,182	\$ 15,002	7.2%	\$ 251,068	-11.5%
EBIDA Margin Percentage	11.4%	10.6%	0.8%	7.3%	13.8%	-2.4%

The Ohio State University Wexner Medical Center

Combined Statement of Operations

For the YTD ended: December 31, 2022

(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Revenue	\$ 2,628,965	\$ 2,618,791	\$ 10,174	0.4%	\$ 2,445,829	7.5%
Operating Expenses						
Salaries and Benefits	1,493,015	1,469,406	(23,609)	-1.6%	1,300,428	-14.8%
Resident/Purchased Physician Services	97,255	94,668	(2,587)	-2.7%	83,170	-16.9%
Supplies/Pharmaceuticals/Other	857,115	838,166	(18,948)	-2.3%	773,227	-10.8%
Depreciation	117,248	117,705	457	0.4%	108,785	-7.8%
Interest	22,635	22,660	24	0.1%	18,972	-19.3%
Total Expense	2,587,268	2,542,605	(44,664)	-1.8%	2,284,581	-13.2%
Excess of Revenue over Expense	\$ 41,696	\$ 76,186	\$ (34,490)	-45.3%	\$ 161,247	-74.1%
Non-Budgeted One-Time Recognitions	\$ 51,151	\$ -	\$ 51,151	0.0%	\$ -	0.0%
Margin with Non-Budgeted One-Time Recognitions	\$ 92,847	\$ 76,186	\$ 16,661	21.9%	\$ 161,247	-42.4%
EBIDA	\$ 232,731	\$ 216,550	\$ 16,180	7.5%	\$ 289,004	-19.5%
Financial Metrics						
Integrated Margin Percentage	3.5%	2.9%	0.6%	21.4%	6.6%	-3.1%
EBIDA Margin Percentage	8.9%	8.3%	0.6%	7.1%	11.8%	-3.0%
* This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.						
** Medical Center financials exclude market value adjustments for long-term investment funds						

The Ohio State University Wexner Medical Center

Combined Balance Sheet
As of: December 31, 2022
(in thousands)

	Dec 2022	June 2022	FY23-FY22 Change
Cash	\$ 1,265,793	\$ 1,502,668	\$ (236,875)
Net Patient Receivables	575,414	556,491	18,923
Other Current Assets	245,122	203,459	41,663
Assets Limited as to Use	1,345,294	1,424,729	(79,434)
Property, Plant & Equipment - Net	2,946,120	2,721,786	224,334
Other Assets	743,253	736,884	6,370
Total Assets	\$ 7,120,997	\$ 7,146,017	\$ (25,020)
Current Liabilities	\$ 568,142	\$ 687,738	\$ (119,596)
Other Liabilities	327,913	327,713	200
Long-Term Debt	1,298,779	1,340,497	(41,718)
Net Assets - Unrestricted	4,071,251	3,946,216	125,036
Net Assets - Restricted	854,912	843,853	11,060
Liabilities and Net Assets	\$ 7,120,997	\$ 7,146,017	\$ (25,020)
Net Days in Accounts Receivable	49.1	49.0	(0.1)

This Balance sheet is not intended to conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.

Thank You

Wexnermedical.osu.edu

**RECOMMEND APPROVAL TO ENTER INTO/INCREASE CONSTRUCTION
CONTRACTS**

APPROVAL TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS

Healthy Community Center Renovation
Martha Morehouse Tower HVAC Infrastructure
The James Outpatient Care

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

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

	Construction Approval Requested	Total Requested	
Healthy Community Center Renovation	\$4.7M	\$4.7M	auxiliary funds
Martha Morehouse Tower HVAC Infrastructure	\$13.4M	\$13.4M	auxiliary funds
The James Outpatient Care	\$7.0M	\$7.0M	auxiliary funds

NOW THEREFORE BE IT RESOLVED that the Wexner Medical Center Board hereby approves and proposes that the construction contracts for the projects listed above be recommended to the University Board of Trustees for approval.

BE IT FURTHER RESOLVED, that the President and/or Senior Vice President for Business and Finance be authorized to enter into/increase 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 at the appropriate time.

Project Data Sheet for Board of Trustees Approval

Healthy Community Center Renovation

OSU-210393 (REQ ID# SHA210004)

Project Location: Healthy Community Center (1039)

- **approval requested and amount**

Construction w/contingency	\$4.7M
Total requested	\$4.7M

- **project budget**

Professional services	\$0.4M
Construction w/contingency	\$4.7M
Total project budget	\$5.1M

- **project funding**

Auxiliary Funds

- **project schedule**

design	02/22 – 01/23
BoT construction approval	02/23
construction	04/23– 12/23
facility opening	01/24

- **project delivery method**

General Contracting

- **planning framework**

- The community center will be a valuable resource to support lifestyle changes that will transform the health of the community. The non-clinical space will complement the services provided by Outpatient Care East and University Hospital East.
- This project is included in the FY 2022 Capital Investment Plan.

- **project scope**

- The project will repurpose a vacated library located at 1600 East Long Street. The renovation includes a cafe with prep kitchen, an innovation room for wellness and fitness initiatives, multipurpose community rooms, a demonstration kitchen, office area, new ADA restrooms and an exterior seating area.

- **approval requested**

- Approval is requested to enter into construction contracts.



- **project team**

University project manager:	Vetrano, Christina
AE/design architect:	Moody Nolan
General Contractor:	TBD

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Tower HVAC Infrastructure

OSU-220060 (REQ ID# FAC220001)

Project Location: Morehouse Medical Plaza - Tower (881)

- **approval requested and amount**

Construction w/contingency	\$13.4M
<u>Total requested</u>	<u>\$13.4M</u>

- **project budget**

Professional services	\$2.5M
Construction w/contingency	\$14.9M
<u>Total project budget</u>	<u>\$17.4M</u>

- **project funding**

Auxiliary Funds

- **project schedule**

BoT professional services approval	08/21
design	01/22 – 02/23
BoT construction approval	02/23
construction - phased	5/23-10/24

- **project delivery method**

Construction Manager at Risk

- **planning framework**

- In 2021, \$2.5M was approved for professional services through design development for HVAC infrastructure for the Tower.
- In 2022, an additional \$1.5M was approved for increased professional services for HVAC infrastructure for the Tower and an early procurement for HVAC equipment.
- This project is included in the FY 2022 Capital Investment Plan.

- **project scope**

- The project will provide HVAC infrastructure upgrades for floors 1-3, 9 and 10.
- The construction approval requested will replace AHU's 1 and 2 that feed the first and second floors and core of the building, install new heating hot water piping in recent mechanical room building addition and upgrade infrastructure on floors 3, 9 and 10.
- Construction is anticipated to be completed in 4 phases starting in May of 2023 and ending in October of 2024. Building operations will be maintained throughout construction.

- **approval requested**

- Approval is requested to increase construction contracts



- **project team**

University project manager:	Radabaugh, Alexandra
AE/design architect:	Wellogy
CM at Risk or Design Builder:	Barton Malow

Project Data Sheet for Board of Trustees Approval

The James Outpatient Care

OSU-180390 (CNI#13000189, 18000175, 18000156)

Project Location: Kenny Road and Carmack Road



- **approval requested and amount**

Construction w/contingency	\$7.0M
<u>Total requested</u>	<u>\$7.0M</u>

- **project budget**

Professional services	\$27.9M
Construction w/contingency	\$326.1M
<u>ENGIE Scope</u>	<u>\$2.5M</u>
<u>Total project budget</u>	<u>\$356.5M</u>

- **project funding**

Auxiliary funds
Fundraising
Partner funds (Nationwide Children's Hospital & OSEP/ENGIE funds)

- **project schedule**

BoT professional services approval	11/18
design/bidding	12/18 – 7/20
BoT construction approval – garage	11/19
BoT construction approval – amb/proton	2/20
construction	5/20 – 4/23
facility opening – garage/ambulatory	7/23
facility opening – proton	10/23

- **project delivery method**

Construction Manager at Risk

- **planning framework**

- The project is included in the FY 2019 and FY 2020 Capital Investment Plans. The FY 2023 Capital Investment Plan will be amended to include the proposed increase.
- Consistent with the University and Wexner Medical Center strategic plans.

- **project scope**

- The proposed increase will settle subcontractor claims and provide additional construction administration support through project completion.
- The project will construct a 385,000 square foot cancer-focused ambulatory facility, including a 65,000 square foot proton therapy center and a 640-space parking garage.
- The proton therapy treatment facility in partnership with Nationwide Children's Hospital, is the first of its kind in central Ohio that will focus on leading edge cancer treatments and research in flash technology.

- **approval requested**

- Approval is requested to increase construction contracts
- Approval is requested to amend the FY 2023 Capital Investment Plan

- **project team**

University project manager: Allen, Shaun
AE/design architect: Perkins and Will / DGI Group
CM at Risk or Design Builder: Boldt / Linbeck

RATIFICATION OF COMMITTEE 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 FY2023-24 are as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair

JUAN JOSE PEREZ

Tanner R. Hunt

Melissa L. Gilliam

Michael Papadakis

Jay M. Anderson

Andrew M. Thomas

Carol R. Bradford

David E. Cohn

Elizabeth Seely

STACY A. BRETHAUER

Scott A. Holliday

Corrin Steinhauer

Lisa Keder

Paul Monk

Abigail S. Wexner (ex officio)