

TUESDAY, MAY 16, 2023
WEXNER MEDICAL CENTER BOARD MEETING

Leslie H. Wexner, chair
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)
Melissa L. Gilliam (ex officio, voting)
Michael Papadakis (ex officio, voting)
John J. Warner (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 February 2023 Wexner Medical Center Board Meeting Minutes
2. CEO Report – Dr. John J. Warner 1:00-1:15pm
3. Leading the Way: James Outpatient Care – Dr. David Cohn, Ms. Jennifer Dauer, Mr. Kris Kipp 1:15-1:30pm
4. James Cancer Hospital Report – Dr. David Cohn 1:30-1:40pm
5. Wexner Medical Center Financial Report – Mr. Vincent Tammaro 1:40-1:45pm
6. Recommend for Approval Wexner Medical Center FY24 Budget – Mr. Vincent Tammaro 1:45-1:50pm
7. Recommend for Approval to Enter Into/Increase Professional Services and Construction Contracts – Mr. Frank Aucremanne 1:50-1:55pm
 - East Hospital Operating Rooms
8. Quality and Professional Affairs Committee: Items for Approval – Mr. Alan Stockmeister, Dr. Andrew Thomas 1:55-2:00pm
 - Ratification of Committee Appointments FY23-24
 - University Hospitals Trauma Verification

Executive Session

2:00-5:00pm



SUMMARY OF ACTIONS TAKEN

February 14, 2023 - Wexner Medical Center Board Meeting

Members Present:

Alan A. Stockmeister
John W. Zeiger
Tom B. Mitevski
Tanner R. Hunt
Stephen D. Steinour

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:

Leslie H. Wexner
Abigail S. Wexner

Gary R. Heminger

Amy Chronis

Members Absent:

W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 45th meeting on Tuesday, February 14, 2023, 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 Dr. Thomas served as a voting member for this meeting.

Item for Action

1. Approval of Minutes: No changes were requested to the November 15, 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 by taking a moment to acknowledge the recent events at Michigan State University and asked all of us to continue to keep all of those involved at Michigan State – students, parents of students, faculty and staff – in your thoughts and prayers. He welcomed Dr. John J. Warner, our new executive vice president and chief executive officer effective April 1, 2023. Dr. Thomas shared some awards and recognitions starting with recognition from the American Hospital Association - commemorating 100 years of membership by the OSU hospital, now named the WMC Medical Center. The award was received in front of Starling Loving Hall which was the original hospital building here on campus. He also shared the WMC was recognized as a Climate Champion by Healthcare without Harm, an organization focused on climate and environment as it relates to healthcare; the Dodd Inpatient Rehabilitation Center team was once again recognized as the best rehabilitation center in Ohio in Newsweek Magazine based on quality of care; and Castle Connolly, a physician led organization recognizing top doctors across the United States, nominates peers selected on excellence in their profession, shared our numbers increased this year from 350 OSU physicians named last year to 440 named this year. Some individual awards shared included Fred K. Tabung, OSUCCC-James, named to the National Cancer Advisory Board by President Biden. He will be one of six experts influencing the federal government's approach to cancer research including advising the National Cancer Institute on



setting the course of the future for research from the federal government's perspective; Dr. Michael Dick, OSUWMC Emergency Medicine, medical director at University East, received the Jack B. Liberator Lifetime Achievement Award for the State of Ohio EMS Star of Life Awards; and Cindy Koutz, recently received a lifetime achievement award in Association of Physician Assistants in Oncology.

Mr. Anderson shared the recent wrap up of our triannual Joint Commission reaccreditation, it went extremely well and was pleased with the reaction of the surveyors. We also received national recognition for outstanding patient care by Press Ganey and Magnet. Mr. Anderson introduced additional leadership team members of WMC – Sarah Sherer, senior associate vice president and chief human resources officer; Stacy Brethauer, interim chief quality and patient safety officer; and Crystal Tubbs, senior director of clinical quality and patient safety. He then handed it over to Dean Bradford to discuss the new department in College of Medicine - Department of Molecular Medicine and Therapeutics, which Dr. Matthew Ringel will serve as department's inaugural chair. Mr. Anderson then discussed the recently launched our Hospital to Home program, the newest model in patient centered care. We are one in only about 250 hospitals in the country received approval from the Centers of Medicare and Medicaid to implement this program. In conclusion he shared the Comprehensive Transplant Center celebrated their 12,000th organ transplant. Our center is one of the largest in the country.

3. Leading the Way: Neurological Institute: Dr. Benjamin Segal, Chair of the Department of Neurology kicked off the presentation by sharing The Neurological Institute at OSUWMC is on a steep positive trajectory. He described the increase in incidences of neurologic disease in the US and globally over the past 10 years. This increase in incidences not only effects diseases more common in the elderly population such as Alzheimer's disease, Parkinson's disease and stroke but also neurological diseases that effect younger individuals such as multiple sclerosis which usually presents in young adulthood. The incidence in MS has taken a sharp upward turn. The Neurological Institute is a first class internationally recognized program at OSUWMC in terms of neurology, neurological surgery, physical medicine and rehabilitation, and neuroscience, all working together to provide the best care ultimately leading to a cure. Dr. Russell Lonser, Chair of the Department of Neurological Surgery, gave background on The Neurological Institute which is comprised of five departments, 300 faculty, last year \$35 million in research awards and over the past 3 years philanthropy has hit \$51 million. He outlined the ten foundational programs in the Neurological Institute and dove deeper in to 3 of those programs – Neuro-Immunology, Movement Disorders, and Stroke. A newly introduced Parkinson's multidisciplinary clinic treats patients with Parkinson's Disease which is a movement disorder effecting gait, balance, it can slow movements and trigger involuntary movements like tremors. People with Parkinson's disease usually suffer from depression as well as physical limitations. This is one stop shopping where a patient will be evaluated by multiple experts to get cutting edge care. The introduction of this Parkinson's disease multidisciplinary clinic as well as other clinics and innovations in Parkinson's disease has led to OSUWMC being named a finalist as a Parkinson's Center of Excellence by the National Parkinson Foundation. They concluded by discussing an inspiring young patient who had a stroke that was managed by the stroke program.

(See Attachment X for background information, page XX)

4. James Cancer Hospital Report: Dr. Cohn highlighted the innovation in care delivery models in the recognition that differentiates our cancer program as one of the finest in the country to advance our top ten mission. He shared The James is one of the few cancer programs across the country truly committed to the principle of providing care to the patients at the right place at the right time to drive superior both experience and patient outcomes, optimal access points and coordination among community based, acute and post-acute settings is truly the hallmark of our cancer program. In an effort to deliver on the promise to treat the right patients in the right place at the right time The James Cancer Hospital and Solove Research Institute designed new and innovative care models with dedicated infrastructure. He shared the recent appointment of Raquel Reinbolt MD, medical director of the Cancer Care Continuum. The program she oversees delivers complex care across



the continuum, aims to maximize efficiency by expanding patient access, reducing length of stay, reducing hospital readmissions and ultimately delivering world class quality and compassionate care to our patients. It is recognized that cancer care continuum starts well prior to the diagnosis of cancer and early diagnosis is the key to improving patient outcomes. A James Cancer Diagnostic Center has been created to direct, expedited access to diagnostic testing, self or provider referrals, same-day or next-day appointments either virtual or in-person. The clinic is led by oncology advanced practice providers and avoids unnecessary emergency department visits and admissions. This program is unique across the country, possibly the only one that exists. It has gained recognition by The Association of Cancer Institutes with their 2022 Innovation Award. Dr. Cohn also discussed the patient’s needs during cancer treatment and shared how patients can access Immediate Care Center to treat patients who may be experiencing conditions such as dehydration, pain, fever, etc. In addition, The James Transition of Care Clinic was developed to address the needs of patients recently discharged from the hospital prior to their follow up with their specialist. Patients are identified for highest risk of readmission or poor outcomes and have them evaluated in this clinical setting. Dr. Cohn also called out recognition of nursing excellence with The James being awarded its third Magnet designation by the American Nurses Credentialing Center. He also recognized The James receipt of the Guardian of Excellence Award for 7 consecutive years, and the Pinnacle of Excellence Award for the 4th consecutive year. These awards are for exceeding the 95th percentile in hospital patient experience and showing year over year consistency in executing on our commitment to patient care delivery.

(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 half of FY23.

(See Attachment X for background information, page XX)

Items for Action

- 6. Resolution No. 2023-73: Recommend Approval to Enter Into/Increase Professional Services and 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.

(See Attachment X for background information, page XX)

7. Resolution No. 2023-74: Ratification of Appointments to the Quality and Professional Affairs Committee for 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)

Action: Upon the motion of Mr. Zeiger, seconded by Mr. Mitevski, the Wexner Medical Center Board recommended agenda items No. 6 – Recommend for Approval to Enter Into and Increase Professional Services and Construction Contracts for final approval by majority roll call vote with the following members present and voting: Mr. 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 Dr. Thomas. Mr. Steinour was not present for this vote and Mrs. Wexner abstained.

Action: Upon the motion of Mr. Stockmeister seconded by Mrs. Wexner, the Wexner Medical Center Board approved agenda item No. 7 – Quality and Professional Affairs Committee Item by majority roll call vote with only the votes of the following members used for approval: Mr. Wexner, 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 Dr. Thomas. Mr. Steinour was not present for this vote.

EXECUTIVE SESSION

It was moved by Mr. Stockmeister 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 Dr. Thomas. Mr. Wexner and Mr. Steinour were not present for this vote.

The Wexner Medical Center Board entered executive session at 2:08 p.m. and adjourned at 4:52 p.m.

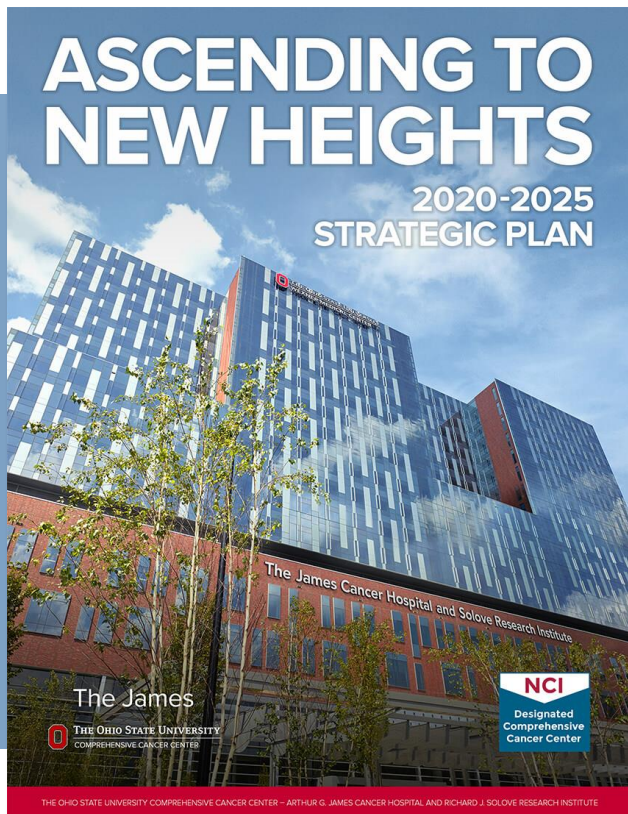


The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute

David E. Cohn, MD, MBA, FACHE

May 16, 2023

Our Cancer Program Strategic Plan



| THE OHIO STATE UNIVERSITY CANCER STRATEGIC PLAN | |
|--|--|
| OUR AMBITION We seek to be the cancer center of choice for translational discoveries to improve prevention, treatment, cures, and survivorship | |
| GOALS | INITIATIVES |
| I. TALENT AND CULTURE Foster a compassionate, patient-centered culture of innovation that attracts and retains top clinical, research, and education talent and empowers people at all levels of the organization to excel in reaching their personal and professional goals | <ol style="list-style-type: none"> Talent and Culture: Foster a compassionate, patient-centered culture of innovation to attract and retain top talent |
| II. RESEARCH Drive new discoveries that transform cancer care across the continuum of prevention, treatment and survivorship to improve the health of communities | <ol style="list-style-type: none"> Research: Transform cancer care across the continuum of prevention, treatment and survivorship |
| III. HEALTH & WELLBEING Deliver leading-edge, patient-centered and accessible care from cancer prevention and treatment to survivorship for individuals across the state, nation and world | <ol style="list-style-type: none"> Health and Wellbeing: Deliver leading-edge, patient-centered and accessible care |
| IV. FINANCIAL STEWARDSHIP Advance financial growth and sustainability across the Cancer Program as leaders in an increasingly value-based environment | <ol style="list-style-type: none"> Resource Stewardship: Advance financial growth and sustainability |
| <i>Health Equity and Education span each pillar of our strategic plan</i> | |
| <small>Goals will be supported and driven by a communications plan, recruitment plan, financial and philanthropy plan</small> | |
| THE OHIO STATE UNIVERSITY <small>3650 State, Columbus, Ohio 43210 (614) 293-1234 Strategy Management Office The Ohio State University © 2020</small> | |

The James

Guiding principles for Cancer Program growth



Patient-centered culture of innovation and belonging and workplace of choice



Exceptional patient access and experience



Superior patient quality and safety



Cutting-edge, novel clinical trials



Recognized destination of choice for cancer care



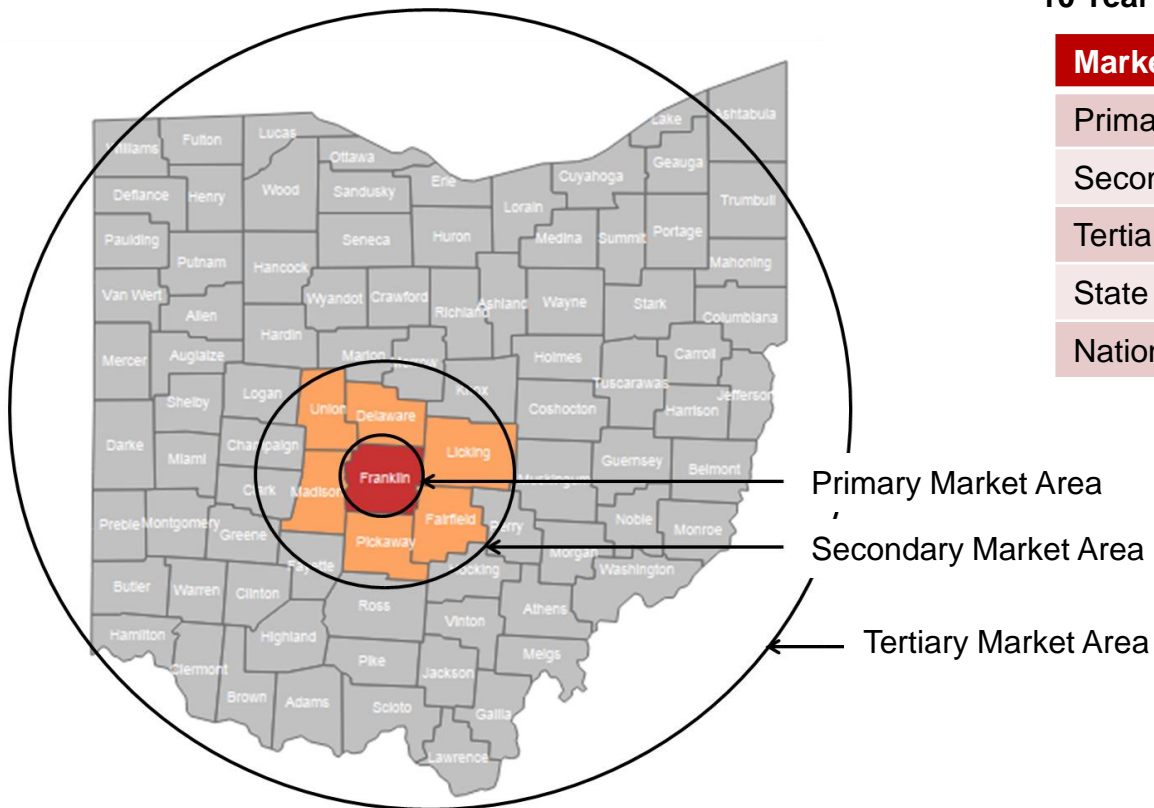
Investments to support clinical growth and research discovery

Cancer market shift to outpatient

10 Year Cancer Industry Forecast (2022-2032)

| Market Area | Inpatient | Outpatient |
|-------------|-----------|------------|
| Primary | 1% ▲ | 17% ▲ |
| Secondary | 3% ▲ | 21% ▲ |
| Tertiary | -8% ▼ | 10% ▲ |
| State | -7% ▼ | 12% ▲ |
| National | -1% ▼ | 16% ▲ |

Source: Sg2



James Outpatient Care - West Campus



James Outpatient Care Project Timeline

Approvals / Design

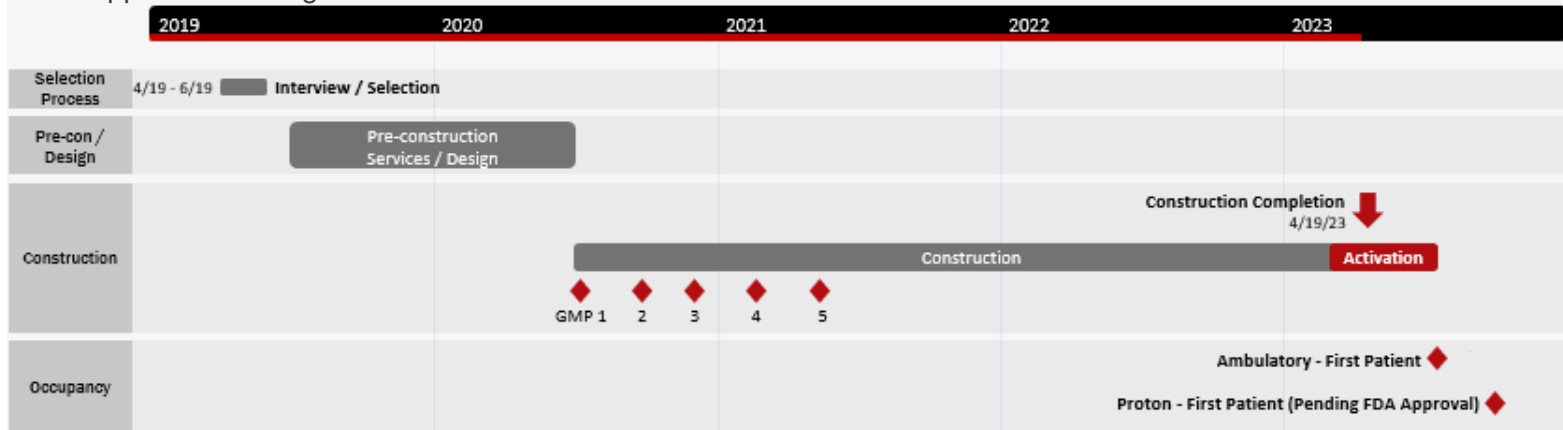
- **November 2018:** Board of Trustees Professional Services Approval
- **December 2018 – July 2020:** Design / Bidding
- **November 2019:** Board of Trustees Construction Approval – Garage

Construction

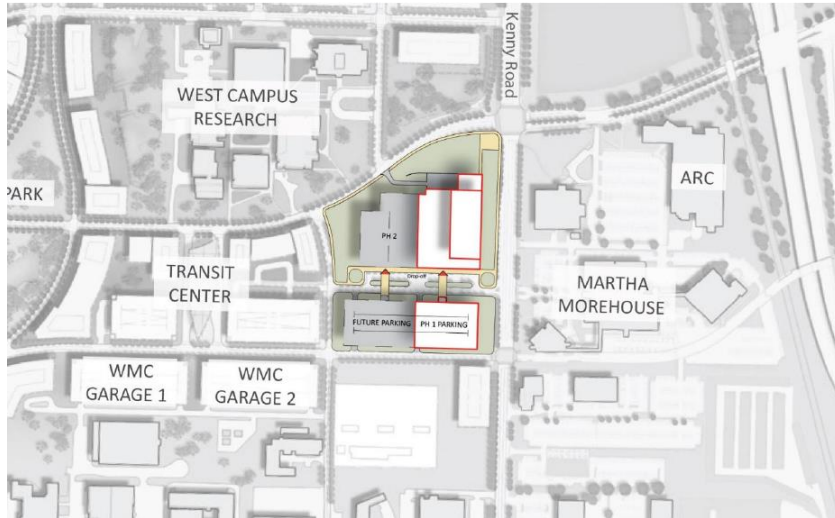
- **February 2020:** Board of Trustees Construction Approval – Partial (Proton)
- **July 2020 – April 2023:** Construction
- **August 2020:** Board of Trustees Final Construction Approval

Activation and Opening

- **Summer 2023:** Facility Opening –Garage and Outpatient Care
- **Fall 2023:** Facility Opening – Proton



James Outpatient Care Site

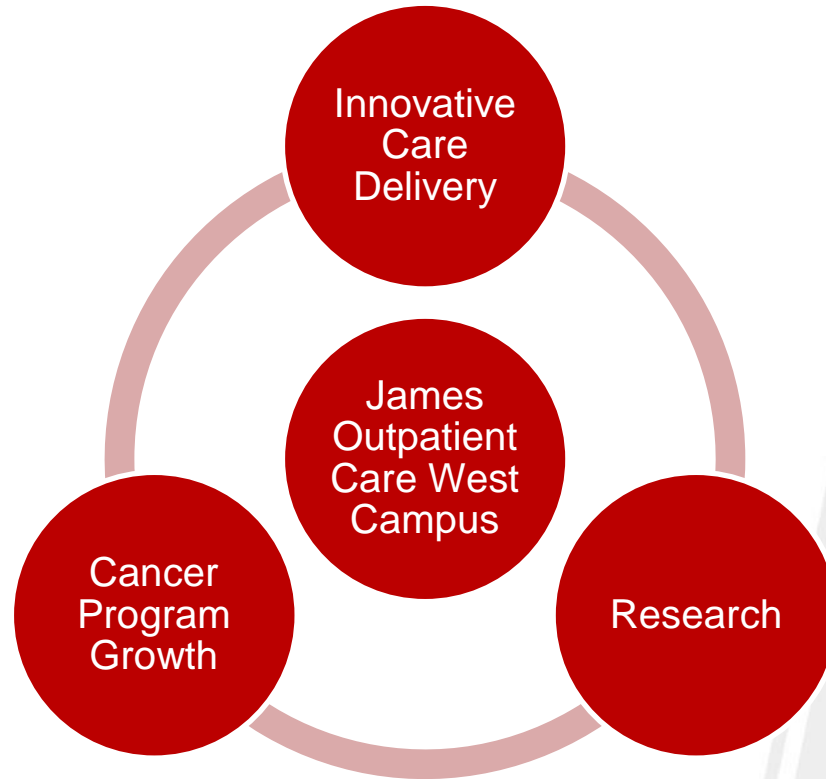


Volume Projections

| Statistic | FY24 | FY29 | CAGR |
|----------------------|--------|--------|-------|
| Outpatient Visits | 62,193 | 75,596 | 4.0% |
| Outpatient Surgeries | 4,170 | 5,264 | 4.8% |
| Proton Treatments | 5,713 | 12,237 | 16.5% |

Surgeries/Treatments are a subset of visits

Three strategic platforms



Proton Therapy Center

Innovation

- First and only in Central Ohio
- Partnership with Nationwide Children's Hospital
- 65,000 sq. ft. total/\$105M cost
- 1st patient – Fall/Winter 2023



Cancer and Aging Resiliency (CARE) Clinic

Innovation

- Comprehensive, multi-disciplinary care planning focused on needs associated with aging that occur within the context of a diagnosis of cancer
- Embeds a comprehensive geriatric assessment into oncology care
- Integrated research program to assess frailty and predict outcomes



Physical therapy



Medications



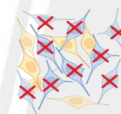
Hearing



Social support



Nutrition



Senolytics

Advancing research distinction

Research

- Dedicated clinical trials unit and research space embedded within clinic areas
- Total Cancer Care[®] protocol - longitudinal surveillance study
- FLASH-radiotherapy and particle therapy research



Programmatic growth

Program
Growth

*Growth enabled by
space to be occupied
in West Campus*

Chronic
Hematology

GU Oncology
Multidisciplinary
Care

Surgery and
Interventional
Radiology

Diagnostic
Radiology /
Nuclear
Medicine

Orthopedic
Oncology -
Sarcoma

*Additional growth enabled in the James Cancer Hospital through space created
by movement to West Campus.*

Other enablers of Cancer Program ambulatory strategy

Outpatient Care Dublin

- Mammography
- Diagnostic Breast Clinic
- High-Risk Breast Cancer Program
- Oncology Rehabilitation
- James Cancer Diagnostic Center

Outpatient Care New Albany

- Mammography
- Cancer Surveillance Clinics

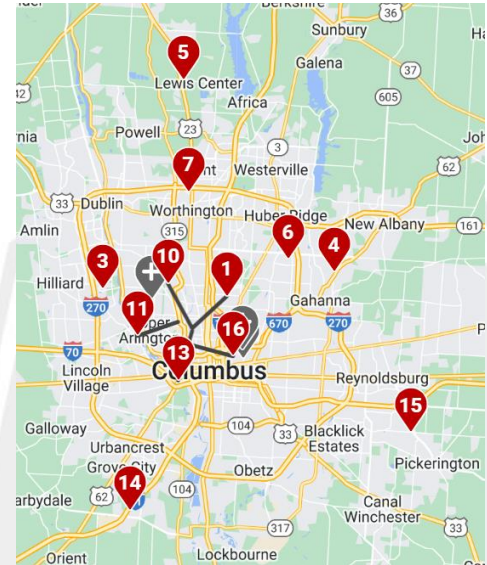
Outpatient Care East

- Mammography, Lung Cancer Screening

Outpatient Care Gahanna

- Mammography

Cancer Ambulatory Locations



THANK YOU

for all you do to help
create a cancer-free world!





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
May 19, 2023

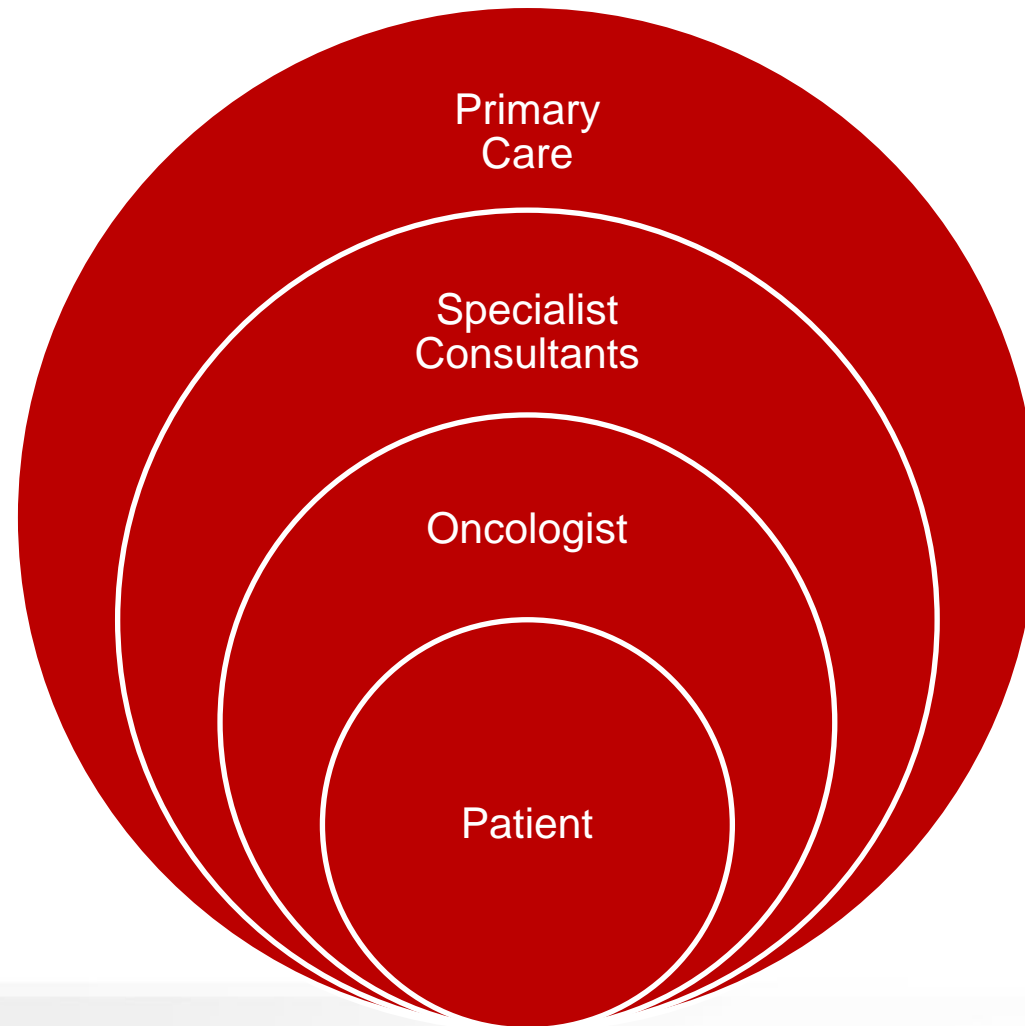
The James



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

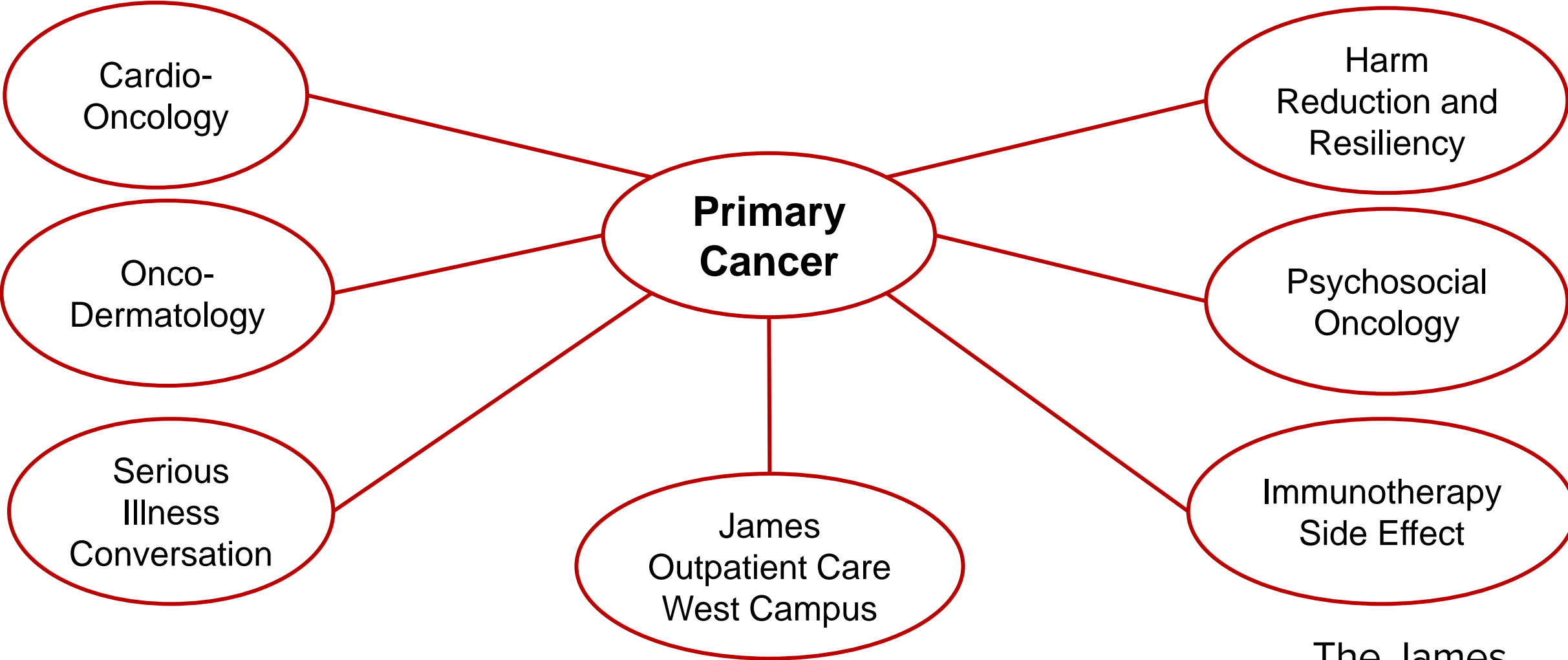
Creating a Cancer-free World.
One Person, One Discovery at a Time.

Where Does Cancer Care Delivery “Fit” in the Wexner Medical Center?



The James

Patient-Centered Care Extends Beyond “Cancer”



The James

Cardio-Oncology Program

Objective: lessen or eliminate the risk of heart damage or disease as a result of cancer and some cancer treatments

- One of only a handful of its kind in the U.S.
- Close clinical and research collaboration between more than a dozen heart specialists at the Ross Heart Hospital and oncologists at The James
- Aims to eventually offer consultative services, clinics, research programs and training programs under one umbrella

Co-Directors



Ragavendra Baliga, MBBS



Daniel Addison, MD

The James

Onco-Dermatology Program

Objective: diagnose and manage skin, hair and nail-related effects of cancer therapy

- Complements existing strong program in diagnosis and treatment of skin cancer and evaluation of those at risk for skin cancer
- Increasing complexity of oncology care has led to need for specialist dermatology expertise
- Clinic and inpatient consult service provide nationally recognized and unique comprehensive services for patients with cutaneous complications from IO therapies
- Research evaluating impact and disparities in rates of alopecia, and support from Pelotonia

Medical Director



Brittany Dulmage, MD

The James

Serious Illness Conversation Program (SICP)

Objective: to improve goal-concordant care through patient-and family-centered communication

- Goals and priorities of the health care system are not always aligned with those of the patients we serve
- Simulation-based training for all James oncologists and advanced practice providers
- Implemented coaching process for SICP graduates as ‘scholars’ trained to train other clinicians
- Demonstrated feasibility (80% uptake to date), and patient / family satisfaction with communication

Co-Directors



Jillian Gustin, MD



Kavitha Norton, DO

The James

Harm Reduction and Resiliency Program

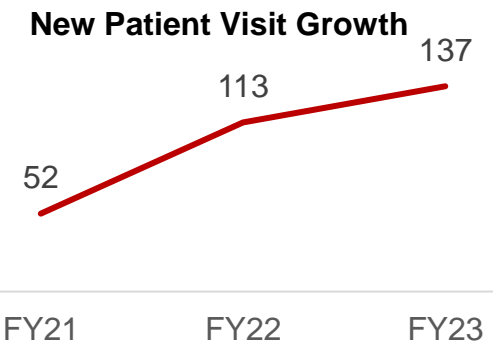
Objective: to safely manage cancer related symptoms that are impacting quality of life

- Interdisciplinary clinic for cancer patients with active or prior substance misuse / use disorders
- Combines principles of palliative medicine, addiction management, medication management and accountability and harm reduction strategies
- Fills a critical and unmet need in a vulnerable population
- Unique clinic that exists in very few cancer programs

Medical Director



Sachin Kale, MD



The James

Psychosocial Oncology Program – Collaborative Care

Objective: improve the quality of life of cancer patients by providing psychosocial support

- A team-based approach that includes the patient's oncologist, a psychiatrist / psychologist, and a social worker
- Behavioral health interventions and support are provided according to the patient's needs in the context of cancer care
- Addresses increasing behavioral health needs across the continuum, with >150 patients receiving psychosocial oncology care since December 2022

Medical Director



Kevin Johns, MD

The James

Immunotherapy Side Effect Management Program

Objective: to manage and prevent immuno-oncology (IO)-related side effects

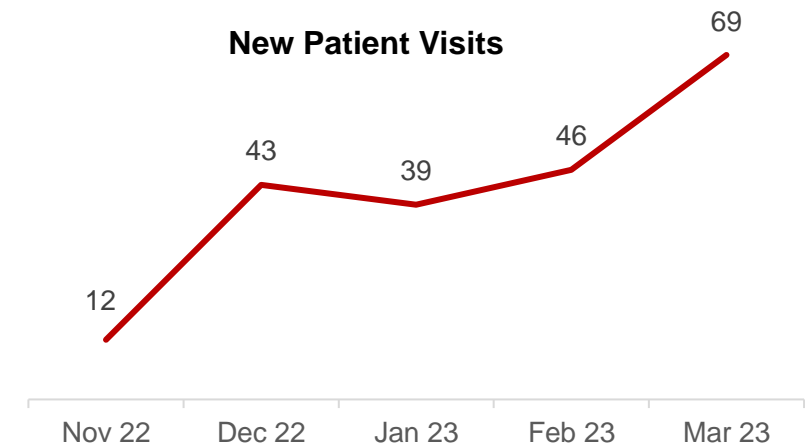
- Focus on improving cancer outcomes while maintaining quality of life
- Collaboration with non-cancer specialties for side effect management (dermatology, GI, endocrine, behavioral health, rehabilitation)
- Coordinates transition of care to minimize need for ED visits and hospitalization
- Focus on clinical trials to develop methods for treating and preventing IO-related side effects

Medical Director



Alexa Simon Meara, MD

New Patient Visits



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 Public Session Financial Report

May 16, 2023

The Ohio State University Health System

Consolidated Statement of Operations
For the YTD ended: March 31, 2023
(in thousands)

| | Actual | Budget | Act-Bud Variance | Budget % Var | Prior Year | PY % Var |
|--|------------|------------|---------------------|-----------------|---------------|-------------|
| OPERATING STATEMENT | | | | | | |
| Total Operating Revenue | 2,947,475 | 2,933,582 | 13,893 | 0.5% | 2,704,317 | 9.0% |
| Operating Expenses | | | | | | |
| Salaries and Benefits | 1,283,507 | 1,238,363 | (45,144) | -3.6% | 1,087,151 | -18.1% |
| Resident/Purchased Physician Services | 146,346 | 142,003 | (4,343) | -3.1% | 123,597 | -18.4% |
| Supplies/Pharmaceuticals/Other | 1,109,185 | 1,088,314 | (20,871) | -1.9% | 1,022,301 | -8.5% |
| Depreciation | 166,368 | 166,376 | 8 | 0.0% | 147,546 | -12.8% |
| Interest | 33,564 | 33,564 | - | 0.0% | 30,641 | -9.5% |
| Total Expense | 2,738,970 | 2,668,620 | (70,350) | -2.6% | 2,411,236 | -13.6% |
| Gain (Loss) from Operations (pre MCI) | 208,505 | 264,962 | (56,457) | -21.3% | 293,081 | -28.9% |
| Medical Center Investments | (173,112) | (173,112) | - | 0.0% | (151,232) | -14.5% |
| Income from Investments | 19,963 | 23,701 | (3,738) | -15.8% | 21,539 | -7.3% |
| Other Gains (Losses) | 19,491 | 19,820 | (329) | --- | 19,511 | --- |
| Excess of Revenue over Expense | \$ 74,847 | \$ 135,371 | \$ (60,524) | -44.7% | \$ 182,899 | -59.1% |
| Non-Budgeted One-Time Recognitions | \$ 68,839 | \$ - | \$ 68,839 | 0.0% | \$ 16,349 | --- |
| Margin with Non-Budgeted One-Time Recognitions | \$ 143,686 | \$ 135,371 | \$ 8,315 | 6.1% | \$ 199,248 | -27.9% |
| Margin Percentage | 4.9% | 4.6% | 0.3% | 5.6% | 7.4% | -2.5% |
| EBIDA | \$ 343,618 | \$ 335,311 | \$ 8,307 | 2.5% | \$ 377,435 | -9.0% |
| EBIDA Margin Percentage | 11.7% | 11.4% | 0.3% | 2.0% | 14.0% | -2.3% |

The Ohio State University Wexner Medical Center

Combined Statement of Operations
For the YTD ended: March 31, 2023
(in thousands)

| | Actual | Budget | Act-Bud Variance | Budget % Var | Prior Year | PY % Var |
|---|--------------|--------------|---------------------|-----------------|--------------|-------------|
| OPERATING STATEMENT | | | | | | |
| Total Revenue | \$ 3,960,852 | \$ 3,946,421 | \$ 14,431 | 0.4% | \$ 3,654,290 | 8.4% |
| Operating Expenses | | | | | | |
| Salaries and Benefits | 2,239,914 | 2,194,178 | (45,736) | -2.1% | 1,960,625 | -14.2% |
| Resident/Purchased Physician Services | 146,346 | 142,003 | (4,343) | -3.1% | 123,597 | -18.4% |
| Supplies/Pharmaceuticals/Other | 1,280,980 | 1,257,619 | (23,360) | -1.9% | 1,166,299 | -9.8% |
| Depreciation | 181,187 | 180,026 | (1,162) | -0.6% | 164,164 | -10.4% |
| Interest | 33,720 | 33,762 | 42 | 0.1% | 30,812 | -9.4% |
| Total Expense | 3,882,147 | 3,807,588 | (74,559) | -2.0% | 3,445,498 | -12.7% |
| Gain (Loss) from Operations | \$ 78,705 | \$ 138,834 | \$ (60,128) | -43.3% | \$ 208,793 | -62.3% |
| Excess of Revenue over Expense | \$ 78,705 | \$ 138,834 | \$ (60,128) | -43.3% | \$ 208,793 | -62.3% |
| Non-Budgeted One-Time Recognitions | \$ 68,839 | \$ - | \$ 68,839 | 0.0% | \$ 16,349 | 0.0% |
| Margin with Non-Budgeted One-Time Recognitions | \$ 147,544 | \$ 138,834 | \$ 8,711 | 6.3% | \$ 225,142 | -34.5% |
| EBIDA | \$ 362,452 | \$ 352,621 | \$ 9,831 | 2.8% | \$ 420,118 | -13.7% |
| Financial Metrics | | | | | | |
| Integrated Margin Percentage | 3.7% | 3.5% | 0.2% | 5.9% | 6.2% | -2.4% |
| EBIDA Margin Percentage | 9.2% | 8.9% | 0.3% | 2.4% | 11.5% | -2.3% |
| * 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: March 31, 2023

(in thousands)

| | Mar 2023 | June 2022 | Mar 2022 | FY23-FY22 Change |
|--|---------------------|---------------------|---------------------|---------------------|
| Cash | \$ 1,347,497 | \$ 1,626,628 | \$ 1,811,568 | \$ (279,131) |
| Net Patient Receivables | 572,682 | 556,491 | 542,703 | 16,191 |
| Other Current Assets | 246,269 | 203,459 | 238,000 | 42,810 |
| Assets Limited as to Use | 1,101,205 | 1,300,769 | 1,358,697 | (199,564) |
| Property, Plant & Equipment - Net | 3,079,070 | 2,721,786 | 2,532,248 | 357,284 |
| Other Assets | 746,818 | 736,884 | 675,921 | 9,935 |
| Total Assets | \$ 7,093,541 | \$ 7,146,016 | \$ 7,159,137 | \$ (52,475) |
| Current Liabilities | \$ 508,481 | \$ 687,738 | \$ 836,395 | \$ (179,257) |
| Other Liabilities | 337,206 | 327,713 | 347,299 | 9,493 |
| Long-Term Debt | 1,279,152 | 1,340,497 | 1,335,569 | (61,345) |
| Net Assets - Unrestricted | 4,234,147 | 4,070,176 | 3,969,637 | 163,972 |
| Net Assets - Restricted | 734,556 | 719,893 | 670,237 | 14,663 |
| Liabilities and Net Assets | \$ 7,093,541 | \$ 7,146,016 | \$ 7,159,137 | \$ (52,475) |
| Net Days in Accounts Receivable | 46.6 | 49.0 | 48.5 | 2.4 |

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



Wexner Medical Center Board Public Session FY2024 Budget

May 16, 2023

The OSU Wexner Medical Center

Combined Income Statement
For the Years ended June 30

| | Forecast 2023 | Budget 2024 | % Change |
|---|------------------|------------------|-------------|
| OPERATING STATEMENT (in thousands) | | | |
| Total Revenue | \$ 5,452,910 | \$ 5,913,106 | 8.4% |
| Operating Expenses | | | |
| Salaries and Benefits | 2,985,150 | 3,220,858 | 7.9% |
| Resident / Purchased Physician Services | 199,282 | 215,923 | 8.4% |
| Supplies / Pharmaceuticals / Other | 1,835,683 | 2,016,807 | 9.9% |
| Depreciation | 229,582 | 254,745 | 11.0% |
| Interest | 54,617 | 52,172 | -4.5% |
| Total Expense | 5,304,314 | 5,760,505 | 8.6% |
| Gain (Loss) from Operations | \$ 148,596 | \$ 152,601 | 2.7% |
| Excess of Revenue over Expense | \$ 148,596 | \$ 152,601 | 2.7% |
| Non-Budgeted One-Time Recognitions | \$ 145,539 | \$ - | 0.0% |
| Margin with Non-Budgeted One-Time Recognitions | \$ 294,135 | \$ 152,601 | -48.1% |
| EBIDA | \$ 578,334 | \$ 459,518 | -20.5% |
| Financial Metrics | | | |
| Integrated Margin Percentage | 5.4% | 2.6% | -2.8% |
| EBIDA Margin Percentage | 10.6% | 7.8% | -2.8% |

The OSU Wexner Medical Center

*Combined Income Statement
For the Years ended June 30*

| (in thousands) | Forecast 2023 | Budget 2024 | % Change |
|-----------------------------|------------------|----------------|-------------|
| Health System | | | |
| Revenues | \$ 3,995,697 | \$ 4,330,855 | 8.4% |
| Expenses | 3,712,757 | 4,179,381 | 12.6% |
| Net | 282,940 | 151,474 | -46.5% |
| OSUP | | | |
| Revenues | \$ 866,100 | \$ 943,175 | 8.9% |
| Expenses | 866,100 | 942,401 | 8.8% |
| Net | - | 774 | - |
| COM/OHS | | | |
| Revenues | \$ 591,113 | \$ 639,076 | 8.1% |
| Expenses | 579,918 | 638,723 | 10.1% |
| Net | 11,195 | 353 | -96.8% |
| Total Medical Center | | | |
| Revenues | \$ 5,452,910 | \$ 5,913,106 | 8.4% |
| Expenses | 5,158,775 | 5,760,505 | 11.7% |
| Net | 294,135 | 152,601 | -48.1% |

Thank You

Wexnermedical.osu.edu

**RECOMMEND APPROVAL TO ENTER INTO PROFESSIONAL SERVICES
AND ENTER INTO CONSTRUCTION CONTRACTS**

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS
East Hospital – 4th Floor OR Upgrades

Synopsis: Authorization to enter into 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 and construction contracts for the following project; and

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Requested | |
|--|--------------------------------------|---------------------------------------|--------------------|-----------------|
| East Hospital – 4 th Floor OR Upgrades | \$1.9M | \$20.4M | \$22.3M | 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 project 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 professional services and construction contracts for the project 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

East Hospital - 4th Floor OR Upgrades

OSU-210545 (REQ ID# EAS210011)

Project Location: East Hospital - Main (398)

- Approval Requested and Amount**

| | |
|----------------------------|----------------|
| Professional services | \$1.9M |
| Construction w/contingency | \$20.4M |
| Total requested | \$22.3M |

- Project Budget**

| | |
|-----------------------------|----------------|
| Professional services | \$1.9M |
| Construction w/contingency | \$20.4M |
| Total project budget | \$22.3M |

- Project Funding**

Auxiliary funds

- Project Schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 05/23 |
| Design | 10/21 – 09/23 |
| BoT construction approval | 05/23 |
| Construction | 06/23 – 11/25 |
| Facility opening (phased) | 12/25 |

- Project Delivery Method**

Construction manager at risk

- Planning Framework**

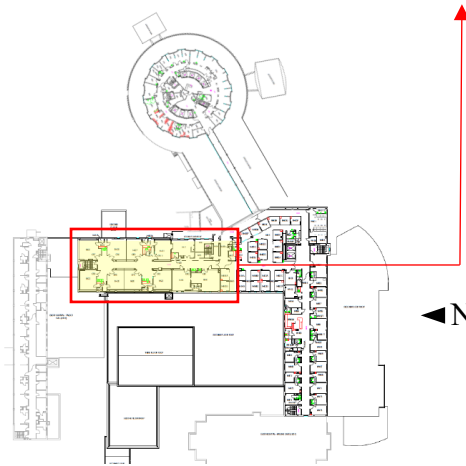
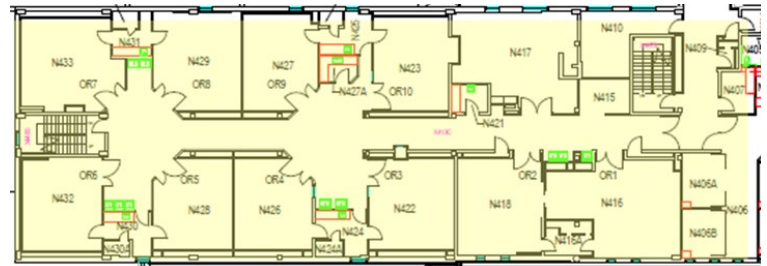
- This project is included in the FY 2021, 2023, and 2024 Capital Investment Plans.

- Project Scope**

- This phased project will renovate 10 existing rooms, two at a time, into nine new operating rooms and one large storage room on the 4th floor of the North Main Hospital Building.
- The renovation scope will address Joint Commission and Centers for Medicare and Medicaid Services requirements.
- Work will include new finishes throughout, HVAC, medical gas and electrical upgrades, new lights/booms, new AV integration equipment, and new flooring.

- Approval Requested**

- Approval is requested to enter into professional services and construction contracts.



- project team**

| | |
|-------------------------------|----------------|
| University project manager: | Timmons, Lance |
| AE/design architect: | IKM / Tec |
| CM at Risk or Design Builder: | Ruscilli |

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

JOHN J. WARNER

Jay M. Anderson

Carol R. Bradford

Stacy A. Brethauer

David E. Cohn

Elizabeth Seely

Andrew M. Thomas

Scott A. Holliday

Corrin Steinhauer

Lisa Keder

Paul Monk

UNIVERSITY HOSPITALS TRAUMA VERIFICATION

Synopsis: Approval of the applications for a Level 1 trauma verification for University Hospital and a Level 3 trauma verification for University Hospital East by the American College of Surgeons-Committee on Trauma, are proposed.

WHEREAS the Ohio State University Wexner Medical Center's mission includes teaching, research and patient care; and

WHEREAS the Wexner Medical Center is committed to maintaining the high standards required to provide optimal care for all trauma patients at University Hospitals emergency departments; and

WHEREAS the Wexner Medical Center is cognizant of the resources needed to support a Level 1 Trauma Program at University Hospital and a Level 3 Trauma Program at University Hospital East, and the contributions of these programs to its tripartite mission; and

WHEREAS on March 8, 2023, the University Hospitals Medical Staff Administrative Committee approved the proposed applications for a Level 1 trauma verification for University Hospital and a Level 3 trauma verification for University Hospital East by the American College of Surgeons-Committee on Trauma; and

WHEREAS on March 28, 2023, the Wexner Medical Center Board Quality and Professional Affairs Committee recommended for approval by the Wexner Medical Center Board the proposed applications for a Level 1 trauma verification for University Hospital and a Level 3 trauma verification for University Hospital East by the American College of Surgeons-Committee on Trauma:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves of the applications for a Level 1 trauma verification for University Hospitals and a Level 3 trauma verification for University Hospitals East by the American College of Surgeons-Committee on Trauma.