February 23-25, 2021, Board of Trustees Meetings

Appendix XLI

Board of Trustees
210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388
Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

February 23, 2021 - Wexner Medical Center Board Meeting

Voting Members Present by Zoom Virtual Meeting:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie H. Wexner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Abigail S. Wexner</td>
<td></td>
<td></td>
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<tr>
<td>Cheryl L. Krueger</td>
<td></td>
<td></td>
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<tr>
<td>Hiroyuki Fujita</td>
<td></td>
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<tr>
<td>John W. Zeiger</td>
<td></td>
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</tr>
<tr>
<td>Stephen D. Steinour</td>
<td>Robert H. Schottenstein</td>
<td></td>
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<tr>
<td>W.G. “Jerry” Jurgensen</td>
<td>Cindy Hilsheimer</td>
<td></td>
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<tr>
<td></td>
<td>Gary R. Heminger (ex officio)</td>
<td></td>
</tr>
<tr>
<td>Kristina M. Johnson</td>
<td>Harold L. Paz (ex officio)</td>
<td></td>
</tr>
<tr>
<td>Bruce A. McPherson</td>
<td>Michael Papadakis (ex officio)</td>
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</tbody>
</table>

Members Absent:

N/A

PUBLIC SESSION

The Wexner Medical Center Board convened for its 37th meeting on Wednesday, February 23, 2021, virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 1:00 p.m.

Item for Action

1. Approval of Minutes: No changes were requested to the November 18, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

Items for Discussion

2. Chancellor’s Report: Dr. Harold Paz began his report with a moment of silence for those whose lives have been lost during the COVID-19 pandemic. The day prior to the board meeting, the United States hit a grim milestone with more than 500,000 deaths as a result of the pandemic.

Dr. Paz continued his report by sharing significant achievements that had occurred around the Wexner Medical Center since the board’s November meeting. Forbes recognized the Wexner Medical Center as No. 14 out of 500 employers nationally on its 2021 list of “America’s Best Large Employers,” ahead of such employers as Netflix, Microsoft and the University of Michigan. The medical center ranked second in the nation on this list among health systems, behind only the Mayo Clinic. This recognition indicates that not only does the medical center have an exceptional depth and breadth of talent, but its employees also feel supported and would recommend the medical center as a top place to work.

Dr. Paz also congratulated Daniel Lesman, a College of Medicine student in biomedical science, who was named a Rhodes Scholar in November. This honor marked the first time Ohio State has had a student earn a Rhodes in three consecutive years. The university has had nine Rhodes Scholars total.

The Blue Ridge Institute for Medical Research released its 2020 rankings – a compilation of National Institutes of Health (NIH) rankings for U.S. medical schools. In 2020, in spite of the pandemic, our direct NIH funding increased by 16% to reach $160.2 million, which is a record for the College of Medicine. We have two top-10 programs and a total of four top-20 programs in the nation, highlighted by our Department of Surgery, which ranked No. 4 in the nation. We ranked No. 39 overall, which was a jump of nine spots in just two years. Additionally, the College of Nursing earned its highest NIH funding ever, rising to No. 13 in the country, up from No. 16 the year prior.
Items for Discussion (continued)

The Centers for Disease Control and Prevention recognized Ohio State with its Million Hearts designation. Million Hearts is a national, federal initiative to prevent 1 million heart attacks and strokes within five years. We are the first health system in the Midwest and one of just four in the nation to receive this honor. Dr. Paz thanked College of Nursing Dean Bernadette Melnyk for her leadership in spearheading this initiative with leaders across the medical center to develop innovative, evidence-based programs, such as a free online interprofessional education module that has been implemented in all 50 states, as well as the Ask a Buckeye Nurse program that provides heart healthy education in local barber shops.

Dr. Paz noted that our response to COVID-19 has been driven by our commitment as a land-grant institution to share our knowledge and expertise in order to keep our communities as safe and healthy as possible. And Ohio State is at the forefront of the global pandemic response. Dr. Paz shared that the media coverage from our vaccine distribution launch alone led to more than 2,100 positive media stories around the world, with a combined audience of 2.1 billion individuals. Dr. Paz thanked the entire team that was charged with coordinating our COVID-19 vaccination distribution at the Schottenstein Center – specifically Ryan Haley and Crystal Tubbs, who have provided extraordinary leadership to a large group of faculty, staff and volunteers. He also thanked the exceptional team of Buckeyes who care for our patients every day, as well as the community members and local businesses who have donated countless meals and more than $1.9 million since the start of the pandemic to directly support the wellbeing of our healthcare workers on the frontlines. He then closed his report by sharing a video that highlighted the team’s dedication and achievements. As Buckeyes, we have continued to rise to the occasion and meet every challenge that this pandemic has thrown our way.

3. COVID-19 Report: Dr. Peter Mohler, chief scientific officer; Elizabeth Seely, chief administrative officer; and Dr. Andrew Thomas, chief clinical officer; gave an overview of the Wexner Medical Center’s COVID-19 research and innovation efforts, clinical testing efforts that have resulted in nearly 500,000 tests so far, the vaccination program at the Schottenstein Center, and more details on the innovative monoclonal antibody treatment protocol for COVID-19 patients.

Ohio State is truly a leader in its trials for therapeutics that are now being used in clinics, and also in research that identified two new viral strains in the United States. These newly identified strains pose significant health risks related to increased infectivity, and the medical center is testing the impact of current therapeutics on these new strains. The first vaccination in Ohio took place at the Wexner Medical Center on December 14, 2020. As of February 11, 2021, a total of 45,626 doses had been administered. The Schottenstein Center opened its vaccination site to the public on January 19.

Also as of February 11, the medical center had infused 1,200 patients with monoclonal antibody treatments (Bamlanivimab and Regeneron), with the first infusion at the medical center taking place on November 18, 2020. The advantage of this treatment is that it helps to greatly reduce the risks for patients who are at high-risk for severe disease and hospitalization.

(See Attachment XLII for background information, page 1062)

4. James Cancer Hospital Report: Dr. William Farrar, CEO of the James Cancer Hospital, touched on how the pandemic negatively impacted cancer screenings and treatments in 2020, which can lead to worse outcomes and delayed diagnosis. In the U.S., studies have found that an estimated 22 million cancer screenings were cancelled or missed between March and June of 2020, and 35 percent of American adults missed a scheduled cancer screening during the pandemic. To address this concerning issue, the James has started a marketing campaign to promote cancer prevention and screenings across the region and state. The James has also joined 75 other cancer centers across the country to support Re-engage in Cancer Care, a program that encourages cancer prevention and screening efforts.
**Items for Discussion (continued)**

In spite of the pandemic, the James has had a variety of successes and accomplishments since the last board meeting. Several years ago, the Alliance of Dedicated Cancer Centers – which includes the PPS-Exempt Cancer Hospitals in the country – recognized the need for a program that addresses end-of-life care and increases communication between clinicians and patients. Under the direction of Dr. Jillian Rustin and in collaboration with several faculty and staff members, the medical center has instituted a four-point plan to improve goal-concordant care and enhance communication through end-of-life care.

Research at the James, while disrupted by the pandemic, has continued in earnest. In 2020, there were 104 new cancer-specific grants at the Comprehensive Cancer Center. We were awarded $53.3 million from the NCI, which ranks us No. 15 in terms of NCI funding compared to other campus programs. For comparison, in 2018 we received $40 million and ranked No. 25. We also have opened 114 new clinical research studies and enrolled 785 patients in therapeutic trials. In 2020, cancer center members also had 877 publications in peer-reviewed journals, including 178 in journals with an impact factor of 10 or higher.

In December, the James launched the statewide Turning the Page on Breast Cancer in Ohio, an initiative focused on breast cancer education, facilitating access to genetics counseling and ensuring appropriate screening and follow-up for abnormalities and treatment for Black women who are at an increased risk for breast cancer. Also in December, the James received a $10 million gift from the Paula and Rodger Riney Family Foundation to establish the Riney Family Foundation Myeloma Center for Advanced Research Excellence. Led by Dr. Don Benson, the center will explore potential new treatments using specific molecular targets.

Finally, Dr. Farrar also highlighted the work of Pelotonia. During unprecedented circumstances and challenges, the Pelotonia community came together in 2020 and raised $10.5 million after moving from an in-person event to a virtual platform. Pelotonia 2021 launched on February 18 and announced plans for a socially distanced ride the weekend of August 6-8.

(See Attachment XLIII for background information, page 1080)

5. **Wexner Medical Center Financial Report:** Wexner Medical Center CFO Mark Larmore reported on the financial results for the health system as of December 31, 2020, which was running nearly $25 million ahead of budget with revenue growth of approx. 12.6 percent over the prior year. The combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, was running $39 million ahead of budget with revenue growth of 7.1 percent. Mr. Larmore also noted that, while overall cash has gone down on the medical center’s balance sheet, this is an expected result of the medical center’s plan to (among other things) move forward with its capital programs during the pandemic.

(See Attachment XLIV for background information, page 1087)
Items for Action

6. Resolution No. 2021-69. Recommend Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts

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/increase professional services contracts and enter into construction contracts for the following projects; and

<table>
<thead>
<tr>
<th>Project</th>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>James – Halcyon Linear Accelerator</td>
<td>$0.2M</td>
<td>$5.7M</td>
<td>$5.9M</td>
</tr>
</tbody>
</table>

 auxillary funds

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martha Morehouse Facility Improvements</td>
<td>$37.0M</td>
<td>$37.0M</td>
</tr>
</tbody>
</table>

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, all actions to be reported to the board at the appropriate time.

(See Appendix LVIII for background information, page 1488)
Items for Action (continued)

7. Resolution No. 2021-70 Ratification of Committee Appointments 2021-2022

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for 2021-2022 are as follows:

Quality and Professional Affairs Committee

Cheryl L. Krueger, Chair
ALAN A. STOCKMEISTER, VICE CHAIR
ANAND SHAH
Harold L. Paz
Bruce A. McPheron
Michael Papadakis
David P. McQuaid
Andrew M. Thomas
David E. Cohn
Elizabeth Seely
Minka Schofield
Amit Agrawal
Scott A. Holliday
Iahn Gonsenhauser
Jacakyn Buck
Kristopher M. Kipp
Abigail S. Wexner (ex officio)

Action: Upon the motion of Mr. Wexner, seconded by Ms. Hilsheimer, the board adopted the foregoing motion for resolution No. 2021-70 by unanimous voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.
Items for Action (continued)

8. Resolution No. 2021-71 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 November 2019:

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 Appendix L for background information, page 1322)

Action: Upon the motion of Mr. Wexner, seconded by Dr. Paz, the board approved the foregoing motions for resolutions No. 2021-69 and 2021-71 by majority voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.

EXECUTIVE SESSION

It was moved by Mr. Wexner, and seconded by Mr. Zeiger, that the board recess into executive session to consider business-sensitive trade secrets 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, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.

The board entered executive session at 1:48 p.m. and adjourned at 5:02 p.m.
COVID Research and Discovery

**Peter Mohler, PhD**

Chief Scientific Officer, The Ohio State University Wexner Medical Center

Vice Dean for Research, The Ohio State University College of Medicine
Research and Discovery

- Nearly half a million COVID RNA Diagnostic Tests performed to date at OSUWMC
- Continue to be national leader in trials for therapeutics that are now in clinic

Treatment trials-
- Monoclonal antibodies: ACTIV-2/A5401
- Outpatient: ACTIV-2/A5401 (Eli Lilly)
- Inpatient: Regeneron 2066
- Oral agent: AT-527 (ATEA)
- Convalescent plasma (multiple studies)

Prevention trials-
- Monoclonal antibodies: Anti-Spike SARS-CoV-2 (REGN)
- Vaccine: AZD1222
Viruses mutate...but mutation rate is accelerating

X axis: Time in months over 2020
Discovery of two new viral strains in United States at Ohio State

Tu et al (Jones Lab) bioRxiv preprint doi: https://doi.org/10.1101/2021.01.12.426407
‘OSU Re-defining Global COVID Transmission: Creation of novel 501Y strain
Newly identified strains pose significant health risk related to increased infectivity.

Testing the impact on current therapeutics on new viral strains
Scientists at Ohio State University have discovered a new variant of COVID-19 that is believed to be from South Africa. The new variant, known as B.1.351, was first identified in South Africa and has since been found in the United States. The Ohio State researchers used whole-genome sequencing to identify the new variant, which they believe may be more transmissible than the original COVID-19 strain.

The researchers, led by infectious disease expert Dr. Andrew Niles, say the new variant is different from the previously identified variants and may be more infectious. They also noted that the new variant could potentially affect the effectiveness of current vaccines.

Ohio State researchers have once again shown their dedication to advancing our understanding of the COVID-19 pandemic. Their work is critical in helping us track the evolution of the virus and develop strategies to combat it. As we continue to navigate the challenges of the pandemic, we must continue to listen to and support these researchers as they work to keep us safe.
TV – National and International Coverage

FOX 8
WJR CLEVELAND

PIX11
NEW YORK'S VERY OWN

NBC4
WASHINGTON, DC.

60 MINUTES

Fuji TV

February 23-25, 2021, Board of Trustees Meetings

COVID-19
OHIO

STRAIN IN COLUMBUS, OH COULD BE MORE CONTAGIOUS

Source: Ohio State University Wexner Medical Center

RESEARCHERS DISCOVER NEW VIRUS VARIANTS IN OHIO, ONE SIMILAR TO UK STRAIN

RESEARCHERS IDENTIFY TWO NEW VIRUS VARIANTS LIKELY ORIGINATED IN THE U.S.

The Ohio State University
Wexner Medical Center
COVID-19 Vaccination Update

Andrew Thomas, MD, MBA, FACP
Senior Associate Vice President for Health Sciences
Chief Clinical Officer, The Ohio State University Wexner Medical Center
Ohio COVID-19 Vaccination Program

- First vaccination in Ohio at the Wexner Medical Center on Monday, December 14

- **Phase 1A:**
  - Healthcare personnel
  - Nursing facility residents and staff
  - EMS providers

- **Phase 1B:**
  - Began January 18
  - Elderly patients
  - Adult patients with congenital/neurological disabilities and other illnesses with increased risk of severe disease/death
  - Student-facing K-12 teachers and staff
OSUWMC COVID-19 Vaccination Program

- **Data as of February 11:**
  - 45,626 total doses administered
  - **1A Vaccination Program:**
    - 16,417 first doses administered
    - 13,866 second doses administered
  - **1B Vaccination Program:**
    - Schottenstein Center vaccination site opened to public on Jan 19
    - 13,866 first doses administered
    - 1,477 second doses administered

- **Multiple ways to schedule:**
  - OSU MyChart
  - Televox automated calls
  - Provider offices
  - 614-688-VAXX vaccine hotline
OSUWMC COVID-19 Vaccination Program

U.S. Starts Vaccine Rollout as High-Risk Health Care Workers Go First

Dr. Mark Connolly, L.I., medical director at the Ohio State University Hospital emergency department, was one of the first to receive the vaccine.

"In the last two to three months of work and providing care to our patients and providing our patients, you've had this opportunity to be eligible for the COVID-19 vaccine," said Dr. Connolly. "And I think it's been an honor for us to be able to do that for the people of Ohio and be able to help them through this time of need.

We're going to be able to continue to wear a mask and practice social distancing.

The Ohio State University
Wexner Medical Center
Monoclonal Antibody Treatment

**NOVEMBER ’20**
- **NOVEMBER 9**
  - FDA Emergency Use Authorization – Bamlanivimab received
- **NOVEMBER 16**
  - First patient infused November 16 (first in Central Ohio) at East Hospital, Wallace Auditorium

**DECEMBER**
- **NOVEMBER 21**
  - FDA Emergency Use Authorization – Regeneron
- **DECEMBER 4**
  - Regeneron - First patient infused at East Hospital, Wallace Auditorium

**JANUARY ‘21**
- **JANUARY 15, 2021**
  - 1000th patient

**Total patients infused as of February 11, 2021 = 1,200**

Wallace Auditorium - before
Wallace Auditorium - after
OSUWMC Monoclonal Antibody Treatment

Admission Rate for COVID patients at high-risk for severe disease*:
• Placebo = 10%
• Monoclonal treatment = 3%
• Number needed to treat (NNT) to prevent an admission = 14.3 infusions

OSU Monoclonal Treatments since November 2020**

1,200

• Estimated # of admissions with no treatment* = 120
• Estimated # of admissions with treatment* = 36
• Actual number of admissions from OSU infusions = 43

• Estimated # of “avoided” admissions = 77
• Estimated # of “avoided” patient days** = 991 days
• Estimated # of additional non-COVID admissions possible due to avoided COVID admissions** = 149

* Based on published clinical data
** Based on OSUWMC LOS data for COVID and non-COVID care
*** Infusions through February 11, 2021
Patient Verbatim:

“The infusion was a game-changer for me. I was reaching a point of surrender after five nights of intense, 103-degree, punishing fevers. The infusion of bamlanivimab saved my life. Thank you again.”
Faculty and Staff Support – Buckeye Paws

Buckeye Paws Program helps Wexner healthcare workers de-stress

Megan Henry  The Columbus Dispatch
Published 6:03 a.m. ET Jan. 2, 2021

Buckeye Paws therapy dog Shiloh, a 3-year-old golden retriever, stands with his owner, Mary Justice, and fellow therapy dogs in front of the Buckeye Paws lounge.
Wexner Medical Center Board Report

William B. Farrar, MD
February 23, 2021

The James

Creating a Cancer-free World. One Person, One Discovery at a Time.
Implement a formal communications skills training program that supports the delivery of goal concordant care.

Establish expectations regarding goals of care, including priority populations for communication.

Create structured goals of care documentation in electronic health records.

February 23-25, 2021, Board of Trustees Meetings
In the United States, studies have found that an estimated 22 million cancer screenings were cancelled or missed between March and June of 2020.

43% of patients have missed routine preventive appointments due to COVID-19 fears.

35% of American adults had a cancer screening scheduled during the pandemic and missed it.

76 cancer centers, including The James, have signed the Re-engage in Cancer Care letter.

Ohio State joins nationwide effort to resume cancer screening, treatment

COLUMBUS — The Ohio State University Comprehensive Cancer Center - James has joined a nationwide effort to help patients resume the vital diagnostic work done at cancer centers. A letter, signed by more than 350 cancer centers across the country, is intended to help health care workers and patients resume cancer screenings and treatment that may have been postponed due to the COVID-19 pandemic.

The letter echoes the frustration of the cancer community that it has been the most isolating time in medical history to pause and pay attention to our patients who need these critical services. Earlier this year, a survey by the American Cancer Society found that 35% of American adults who had a cancer screening scheduled during the pandemic missed it.

The letter, signed by the James, is intended to provide guidance to patients and health care providers about how to proceed with cancer screenings and treatment.

"We have relaunched cancer screening and treatment for patients with cancer who need them," said Dr. David Cole, chief of medical oncology at The James. "We are seeing more patients in the clinic and more patients are being treated."

The letter encourages patients to seek appointments with their health care provider and to discuss their treatment options.

Source: NCICN; American Cancer Society
The OSUCCC – James launched **Turning the Page on Breast Cancer in Ohio** – an initiative focused on increasing breast cancer education, facilitating access to genetic counseling and ensuring appropriate screening, follow-up for abnormalities and treatment for Black women who are at an increased risk for breast cancer.

Several strategies are being used to direct interested women to a website to determine if they are at increased risk for breast cancer.
In December the OSUCCC-James received a $10 million gift from the Paula and Rodger Riney Foundation to establish the Riney Family Foundation Myeloma Center for Advanced Research Excellence (Myeloma CARE).

Led by Dr. Don Benson, the Center will explore potential new treatments using specific molecular targets.
<table>
<thead>
<tr>
<th>Awarded 104 new cancer-specific grants</th>
<th>Received $53.3M from the NCI</th>
<th>Opened 114 new clinical research studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled 785 patients on therapeutic trials</td>
<td>Published 877 articles in peer-reviewed journals</td>
<td>178 of the 877 articles published were in journals with impact factor &gt;10</td>
</tr>
</tbody>
</table>
- Pelotonia 2021 launched on February 18th. The ride will take place the weekend of August 6-8, 2021.

- **New Routes and a New Experience:**
  - New routes:
    - Saturday: 20, 50, 80, and 100-mile options
    - Sunday: 20, 50, and 100-mile options
    - Saturday and Sunday (2-day options): 180 and 200 miles only

- We will follow all guidance and protocols as outlined by the Franklin County Health Department and will continue to assess capacity levels throughout the spring and summer.

**Together, We Achieved:**

- $10,502,362 raised
- 11,270 participants
- 822,362 miles

The James
Wexner Medical Center
Financial Report
Public Session
February 23, 2021
<table>
<thead>
<tr>
<th>OSUHS</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>PY % Var</th>
</tr>
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<tbody>
<tr>
<td>Total Revenue</td>
<td>$ 1,758,885</td>
<td>$ 1,726,573</td>
<td>$ 32,312</td>
<td>1.9%</td>
<td>$ 1,679,604</td>
<td>4.7%</td>
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<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>751,230</td>
<td>758,690</td>
<td>7,460</td>
<td>1.0%</td>
<td>736,437</td>
<td>-2.0%</td>
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<tr>
<td>Resident/Purchased Physician Services</td>
<td>62,634</td>
<td>62,379</td>
<td>(255)</td>
<td>-0.4%</td>
<td>58,285</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Supplies</td>
<td>201,111</td>
<td>188,177</td>
<td>(12,934)</td>
<td>-6.9%</td>
<td>184,054</td>
<td>-9.3%</td>
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<tr>
<td>Drugs and Pharmaceuticals</td>
<td>232,952</td>
<td>221,789</td>
<td>(11,163)</td>
<td>-5.0%</td>
<td>213,907</td>
<td>-8.9%</td>
</tr>
<tr>
<td>Services</td>
<td>163,108</td>
<td>169,695</td>
<td>6,587</td>
<td>3.9%</td>
<td>164,370</td>
<td>0.8%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>86,535</td>
<td>86,539</td>
<td>-</td>
<td>0.0%</td>
<td>87,662</td>
<td>1.3%</td>
</tr>
<tr>
<td>Interest</td>
<td>14,993</td>
<td>14,993</td>
<td>-</td>
<td>0.0%</td>
<td>16,205</td>
<td>7.5%</td>
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<tr>
<td>Shared/University Overhead</td>
<td>23,953</td>
<td>26,562</td>
<td>2,609</td>
<td>9.8%</td>
<td>24,934</td>
<td>3.9%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>91,982</td>
<td>91,982</td>
<td>-</td>
<td>0.0%</td>
<td>77,886</td>
<td>-18.1%</td>
</tr>
<tr>
<td>Total Expense</td>
<td>1,628,498</td>
<td>1,620,806</td>
<td>(7,692)</td>
<td>-0.5%</td>
<td>1,563,740</td>
<td>-4.1%</td>
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<tr>
<td>Excess of Revenue over Expense</td>
<td>$ 130,387</td>
<td>$ 105,767</td>
<td>$ 24,620</td>
<td>23.3%</td>
<td>$ 115,864</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

The Ohio State University Health System
Consolidated Statement of Operations
For the YTD ended: December 31, 2020
(in thousands)
# The Ohio State University Wexner Medical Center

## Combined Statement of Operations

*For the YTD ended: December 31, 2020 (in thousands)*

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>PY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING STATEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$2,277,189</td>
<td>$2,246,664</td>
<td>$30,525</td>
<td>1.4%</td>
<td>$2,183,158</td>
<td>4.3%</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>1,179,990</td>
<td>1,202,936</td>
<td>22,946</td>
<td>1.9%</td>
<td>1,140,679</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Resident/Purchased Physician Services</td>
<td>62,634</td>
<td>62,379</td>
<td>(255)</td>
<td>-0.4%</td>
<td>58,285</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Supplies</td>
<td>224,640</td>
<td>210,740</td>
<td>(13,900)</td>
<td>-6.6%</td>
<td>206,705</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>237,608</td>
<td>226,378</td>
<td>(11,230)</td>
<td>-5.0%</td>
<td>219,506</td>
<td>-8.2%</td>
</tr>
<tr>
<td>Services</td>
<td>245,419</td>
<td>260,302</td>
<td>14,883</td>
<td>5.7%</td>
<td>250,273</td>
<td>1.9%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>101,078</td>
<td>100,869</td>
<td>(209)</td>
<td>0.0%</td>
<td>100,360</td>
<td>0.7%</td>
</tr>
<tr>
<td>Interest/Debt</td>
<td>20,358</td>
<td>20,361</td>
<td>3</td>
<td>0.0%</td>
<td>21,770</td>
<td>6.5%</td>
</tr>
<tr>
<td>Shared/University Overhead</td>
<td>23,953</td>
<td>26,565</td>
<td>2,612</td>
<td>9.8%</td>
<td>15,958</td>
<td>-50.1%</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>20,372</td>
<td>20,036</td>
<td>(336)</td>
<td>0.0%</td>
<td>20,036</td>
<td>0.0%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>14,167</td>
<td>8,493</td>
<td>(5,674)</td>
<td>-66.8%</td>
<td>4,749</td>
<td>-198.3%</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>2,130,219</td>
<td>2,139,059</td>
<td>8,840</td>
<td>0.4%</td>
<td>2,045,957</td>
<td>-4.1%</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expense</strong></td>
<td>$146,970</td>
<td>$107,605</td>
<td>$39,365</td>
<td>36.6%</td>
<td>$137,201</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

**Financial Metrics**

- Integrated Margin Percentage: 6.5% 4.8% 1.7% 34.8% 6.3% 2.7%
- Adjusted Admissions: 64,816 68,100 (3,284) -4.8% 69,316 -10.9%
- Operating Revenue per AA: $26,957 $25,169 $1,788 7.1% $24,096 11.9%
- Total Expense per AA: $23,895 $22,591 (1,304) -5.8% $21,551 -10.9%

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.
The Ohio State University Wexner Medical Center

Combined Balance Sheet
As of: December 31, 2020
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>December 2020</th>
<th>June 2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,728,587</td>
<td>$1,770,078</td>
<td>$(41,491)</td>
</tr>
<tr>
<td>Net Patient Receivables</td>
<td>409,612</td>
<td>378,653</td>
<td>30,959</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>594,904</td>
<td>562,701</td>
<td>32,203</td>
</tr>
<tr>
<td>Assets Limited as to Use</td>
<td>422,276</td>
<td>421,698</td>
<td>578</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment - Net</td>
<td>1,929,894</td>
<td>1,782,453</td>
<td>147,441</td>
</tr>
<tr>
<td>Other Assets</td>
<td>504,595</td>
<td>466,250</td>
<td>38,345</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$5,589,868</strong></td>
<td><strong>$5,381,833</strong></td>
<td><strong>$208,035</strong></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$827,584</td>
<td>$781,864</td>
<td>$45,720</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>139,062</td>
<td>134,798</td>
<td>4,264</td>
</tr>
<tr>
<td>Long-Term Debt</td>
<td>634,350</td>
<td>665,906</td>
<td>(31,556)</td>
</tr>
<tr>
<td>Net Assets - Unrestricted</td>
<td>3,253,239</td>
<td>3,114,561</td>
<td>138,678</td>
</tr>
<tr>
<td>Net Assets - Restricted</td>
<td>735,633</td>
<td>684,705</td>
<td>50,928</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td><strong>$5,589,868</strong></td>
<td><strong>$5,381,833</strong></td>
<td><strong>$208,035</strong></td>
</tr>
</tbody>
</table>

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.