SUMMARY OF ACTIONS TAKEN

November 16, 2021 - Wexner Medical Center Board Meeting

Members Present:

Leslie H. Wexner  Carly G. Sobol  Michael Papadakis (ex officio)
Abigail S. Wexner  Robert H. Schottenstein  Mark Larmore (ex officio)
Erin P. Hoeflinger  Cindy Hilsheimer  Andrew Thomas (ex officio)
Hiroyuki Fujita  Gary R. Herninger (ex officio)
Alan A. Stockmeister  Kristina M. Johnson (ex officio)
John W. Zeiger  Melissa L. Gilliam (ex officio)

Members Present via Zoom:

Stephen D. Steinour  Amy Chronis

Members Absent:

W.G. “Jerry” Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 40th meeting on Tuesday, November 16, 2021, in person at the Longaberger Alumni House on the Columbus campus and virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 1:01 p.m.

Item for Action

1. Approval of Minutes: No changes were requested to the August 17, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

Items for Discussion

2. Interim Co-Leaders' Report: Mark Larmore, CFO, and Andrew Thomas, Chief Clinical Officer, were named interim co-leaders of the Wexner Medical Center following the resignation of former Chancellor and Executive Vice President Hal Paz. Mr. Larmore and Dr. Thomas will serve as co-members of the Wexner Medical Center Board for the interim period, sharing one vote between them and alternating their votes at each meeting. For this meeting, Mr. Larmore will serve as the voting member.

In honor of Veterans Day, Mr. Larmore began this report by expressing gratitude for all of the servicemen and women who have served and currently serve our country, including the 500 veterans and active-duty service members across the medical center. He also announced that the Robert F. Wolfe and Edgar T. Wolfe Foundation awarded a $5 million gift to endow the chief clinical officer position at the medical center. Dr. Thomas is the first designee in this endowed position, the Wolfe Foundation Chief Clinical Officer Chair. Upon his retirement, the chair will be funded in perpetuity and renamed the Wolfe Foundation Dr. Andrew M. Thomas Chief Clinical Officer Chair.

Dr. Thomas thanked the Jay and Jeanie Schottenstein Foundation for a $10 million gift to the College of Medicine to support mental health and resilience programs across the medical center and, especially, directed to support the student body. He also spoke about the 12th Annual Faces of Resilience event, which was hosted in September by Dr. Lee Shackelford and Ms. Patti Shorr. The event honored Governor...
Mike DeWine, First Lady Fran DeWine and Nationwide Children’s Hospital CEO Tim Robinson. It raised more than $420,000 to benefit Ohio State’s Department of Psychiatry and Behavioral Health and Harding Hospital. Additionally, Dr. Thomas highlighted the medical center’s new TALK suicide prevention program as well as the good news that both the University Hospitals and Ross Heart Hospital nursing teams won a prestigious international award from the Magnet program of the American Nurses Credentialing Center. It was a $75,000 prize and a unanimous vote by the awards committee – the first time ever– to recognize the nursing teams’ creation of a remote glucose monitoring system during the COVID-19 pandemic.

Additionally, he shared that the medical center set a record in terms of NIH funding last year with $195 million in grants, and the College of Medicine’s research funding topped $300 million.

Mr. Larmore noted that Fifth Third Bank selected the medical center as one of nine centers to receive a grant of $20 million to continue developing the PACT program on the Near East Side. PACT was established in 2010 with the City of Columbus and other Near East stakeholders. This is a great example of how the medical center can work with community partners to address health disparities. Additionally, five of our health sciences graduate programs received 2021 Health Professions HEED awards, which stands for Higher Education Excellence in Diversity, and the health system was selected by Becker’s Hospital Review as one of the 10 most-trusted health system brands.

Finally, the group watched a pre-recorded performance of the “To the Builders” poem by Dr. Antoinette Pusateri, a current fellow at the medical center, in celebration of the new inpatient hospital tower being constructed on the Columbus campus.

3. Leading the Way: Military Medicine: Amy Moore, Professor and Chair of the Department of Plastic and Reconstructive Surgery, shared a presentation on Ohio State’s plastic surgery efforts related to wounded veterans. Ohio has the fourth-largest veteran community in the United States. As such, the medical center is working to expand its Military Medicine Program, which will serve the needs of our nation’s servicemen and women through integrated efforts designed to augment the range and quality of care available to our injured service members, enhance the capability of our military providers, foster meaningful research collaboration, and provide a community space for our military personnel and patients.

(See Attachment XXXVIII for background information, page 772)

4. New Albany Ambulatory Update: Jay Anderson, Chief Operating Officer, gave an update on the medical center’s newest ambulatory site, Outpatient Care New Albany, which opened in late July. The 250,000-square-foot facility offers comprehensive health care in a convenient, community setting, and it will serve as the model for the medical center’s next ambulatory locations. The facility features more than 200 patient exam rooms, more than 50 clinic procedure rooms, a mammography unit, a surgery and endoscopy unit, and more. There are more than 130 providers there supported by 350-plus staff, and less than three months after opening the facility had already seen more than 40,000 patient visits.

(See Attachment XXXIX for background information, page 799)

5. James Cancer Hospital Report: William Farrar, CEO of the James Cancer Hospital, shared a variety of updates, including the hiring of the James’ new CFO Ryan Goerlitz, who previously served as Associate Vice President of Finance in the College of Medicine. He also discussed the impact that COVID-19 has had on cancer screening rates and prevention efforts. Data from multiple journals indicates that, nationally, there has been a decrease of 56% to 85% in breast, colon, prostate and lung cancer screenings. To mitigate these declines, the James has invested significantly in its marketing efforts, targeting both the community and referring providers. Additionally, the James has worked to provide expanded access through the development of six new mammography screening locations around the central Ohio area. He also discussed the work of the Center for Cancer Health Equity at the OSUCCC-James to educate the community on the importance of screening and prevention. In the past five years, the center has hosted more than 600 events that reached 27,000 people.
Dr. Farrar also shared that Ohio has the fourth-highest level of radon in the nation. Radon exposure is the second-leading cause of lung cancer and the primary cause among non-smokers. Dr. David Carbone, director of the OSUCCC-James Thoracic Oncology Center, spearheaded the work to raise awareness of radon exposure to state leaders in order to create a statewide radon awareness month. Known as the Annie Cacciato Act, the new legislation, signed by Governor Mike DeWine in July, designated January as Radon Awareness Month in Ohio.

Additionally, Dr. Farrar shared that the OSUCCC-James recently added an additional member to the James Cancer Network – an affiliation with Mercy Health-Springfield. This affiliation will enhance cancer care services for patients throughout Clark and Champaign counties. With seven affiliations overall, the James Cancer Network is enhancing and expanding the scope of oncology care and research throughout the region and state. Also, the James has received national recognition for excellence in patient care after receiving the Press Ganey Guardian of Excellence in Patient Experience Award for the sixth time, as well as two Pinnacle of Excellence Awards.

(See Attachment XL for background information, page 811)

6. **Wexner Medical Center Financial Report:** Mr. Larmore shared the medical center’s first quarter financial results, ending September 30. The health system – which includes the seven hospitals – saw an excess of revenue over expenses of $79.6 million, which was approximately $17 million more than anticipated. This was a 27.9% improvement over the same time last year. The combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, showed $89.2 million excess of revenue over expenses, which was approximately $19 million more than anticipated, and a 26.8% improvement year-over-year. This shows 10.6% growth in revenue and 9.3% growth in expenses.

(See Attachment XLI for background information, page 822)

**Items for Action**

7. **Resolution No. 2022-47, Recommend Approval to Enter Into Construction Contracts:**

   **APPROVAL TO ENTER INTO Construction CONTRACTS**
   **WMC Loading Dock Expansion and Renovation**

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

   **WHEREAS** in accordance with the attached materials, the University desires to enter into construction contracts for the following project:

<table>
<thead>
<tr>
<th>Construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Requested</td>
<td>Requested</td>
</tr>
<tr>
<td><strong>WMC Loading Dock</strong></td>
<td>$15.1M</td>
</tr>
<tr>
<td><strong>Expansion and Renovation</strong></td>
<td>$15.1M Auxiliary Funds</td>
</tr>
</tbody>
</table>

   **NOW THEREFORE**

   **BE IT RESOLVED,** That the Wexner Medical Center Board hereby approves and proposes that the construction contracts for the project listed above be recommended to the University Board of Trustees for approval.

(See Attachment XLII for background information, page 827)
8. Resolution No. 2022-48, Ratification of Committee Appointments FY2022-2023:

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for FY2022-2023 are as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair
Erin P. Hoeflinger
Carly G. Sobol
Melissa L. Gilliam
Michael Papadakis
Jay M. Anderson
MARK E. LARMORE
Andrew M. Thomas
David E. Cohn
Elizabeth Seely
Scott A. Holliday
Iahn Gonsenhauser
Jacalyn Buck
Kristopher M. Kipp
Lisa Keder
Alison R. Walker
Abigail S. Wexner (ex officio)

Action: Upon the motion of Mr. Zeiger, seconded by Mr. Stockmeister, the board approved the foregoing motions by unanimous roll call vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Sobol, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Mr. Heminger, Dr. Johnson, Mr. Larmore, Dr. Gilliam and Mr. Papadakis. Mr. Steinour was not present.

EXECUTIVE SESSION

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

A roll call vote was taken, and the board voted to go into executive session with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Sobol, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Mr. Heminger, Dr. Johnson, Mr. Larmore, Dr. Gilliam and Mr. Papadakis. Mr. Steinour was not present.

The board entered executive session at 2:05 p.m. and adjourned at 5:36 p.m.
Plastic Surgery and Military Medicine

Amy M. Moore, MD
Professor and Chair
Robert L. Ruberg, MD Endowed Alumni Chair
Department of Plastic and Reconstructive Surgery
Disclosure

• Graphic Images Contained Within
• Permission for all Photos

Acknowledgement and Introduction

• Jason Souza, MD – Director of OrthoPlastic Reconstruction
What is Plastic Surgery?
What is Plastic Surgery?
What is Military Medicine?
Combat Casualty Care

Part 1: Expeditionary Trauma Care

Survival
What is Military Medicine?
Combat Casualty Care

Part 2: Multi-Disciplinary Reconstructive Care

Thriving
Why Plastic Surgery?
Quarterback for Complex Reconstruction

- Targeted Muscle Reinnervation
- Osseointegration
- Abdominal Wall Recon
- Microsurgical Reconstruction
- Urologic Reconstruction
Reconstructive Capabilities and Focus in Decline

“The Walker Dip”
Combating the “Peacetime Effect” in Military Plastic Surgery
Implications for Mission Readiness

Lt Col Justin P. Fox, USAF, MC*
Lt Col Nickolay P. Markov, USAF, MC*
Col Kerry P. Latham, USAF, MC, FS

- Breast reduction/lift (15.3%)
- Abdominal contouring (9.4%)
- Liposuction (9.3%)
- Breast TEX/Implants (7.3%)
- Fat grafting (6.5%)
- Gynecomastia (6.0%)

- Complex wound management
- Craniofacial reconstruction
- Limb salvage
- Hand reconstruction
- Microsurgery

Care provided in Military Treatment Facilities
Wounded Warrior Care
5 Year Data

126 Flaps
Dr. Souza (WRNMMC)

159 Flaps
11 Air Force Plastic Surgeons

>1500 Flaps
Ohio State Faculty
Reconstructive Capabilities and Focus in Decline

Medical Capabilities and Focus on Military Care

Cancer/Trauma reconstructive care at OSUWMC

“The Walker Dip”
Mission Statement

Military Medicine Program

The OSU Military Medicine Program will serve the needs of our nation’s warfighters through an integrated program designed to augment the range and quality of Care available to our injured service members, enhance the Capability of our military providers, foster meaningful research Collaboration and provide a Community space for our military personnel and patients.

4th largest veteran community in the United States: Ohio
Military Medicine Program Structure - now
Direct Care

Wounded Warrior
Need Meets
OSUWMC Capability
Military Medicine: Direct Care
Unmet Need: Advanced Amputation Care

>1700
Combat-Related Amputations

SGT S. L.
MM: Direct Care
Unmet Need: Advanced Management of Nerve Pain

73.1% > 7/10 Wounded Warriors report moderate to extreme pain

SSG N. J.
Targeted Muscle Reinnervation Technique in Below-Knee Amputation

Andrew L. Ohlson, MD, MPH, FACS; Simmons W. Jordan, MD, FACS; Luke M. Wese, MD, FACS; Laura M. Morton, MD; Gregory A. Dominick, MD, FACS; Shu-Ji Chen, MD, PhD; Marc A. Lipton, MD, FACS; and Steven A. Schultz, MD

Abstract

The time since injury of major limb amputation may be further complemented by nerve regeneration in up to 60% of amputees. The effectiveness of nerve regeneration in the setting of major limb amputation is not well understood. The authors performed a prospective study to evaluate the effectiveness of nerve regeneration in the setting of major limb amputation. The study was performed in 23 patients with major limb amputation who underwent nerve regeneration operations. The results of the study were analyzed using the Kaplan-Meier method.

Keywords

Nerve regeneration, tendon, muscle, amputation, rehabilitation, outcomes, safety, efficacy.

Background

Nerve regeneration is a critical component of lower extremity amputations. The authors performed a prospective study to evaluate the effectiveness of nerve regeneration in the setting of major limb amputation. The study was performed in 23 patients who were followed for a median of 18 months. The results of the study were analyzed using the Kaplan-Meier method.

Conclusion

Nerve regeneration is an important aspect of lower extremity amputations. The authors performed a prospective study to evaluate the effectiveness of nerve regeneration in the setting of major limb amputation. The study was performed in 23 patients with major limb amputation who underwent nerve regeneration operations. The results of the study were analyzed using the Kaplan-Meier method.

References


Contact information

Andrew L. Ohlson, MD, MPH, FACS; Simmons W. Jordan, MD, FACS; Luke M. Wese, MD, FACS; Laura M. Morton, MD; Gregory A. Dominick, MD, FACS; Shu-Ji Chen, MD, PhD; Marc A. Lipton, MD, FACS; and Steven A. Schultz, MD. Department of Orthopaedic Surgery, University of California, San Francisco, California, USA.
MM: Direct Care
Unmet Need: Complex Nerve and Extremity Reconstruction

SSG Z. K.
**MM: Direct Care**

We don’t have to do it alone

18,435 Service Members

$2.2M/yr

United States Special Operations Command Warrior Care Program

November 16-18, 2021, Board of Trustees Meetings
MMI: Direct Care
We don’t have to do it alone
Military Medicine Program - future

- Training to Expand Military Surgeon Capability
  Expand/maintain reconstructive capabilities during interwar period

- Integrated, Efficient, Expert Surgical Care
  Fill care gap for wounded warriors
Military Medicine Training Program
Comprehensive Reconstructive Capability

Multidisciplinary Training Facility

Peripheral Nerve
Neurology
Neurosurgery
Physical Medicine Rehabilitation
Orthopedic & plastic surgery

Therapy Services

Limb Salvage
Wound Care
Vascular Surgery

Advanced Amputation
Robotics
Prosthetics
Mechanical Engineering

November 16-18, 2021, Board of Trustees Meetings
Military Medicine Program - future

Access to DoD Funding Opportunities
Leverage collaborative relationships and OSU institutional resources

Training to Expand Military Surgeon Capability
Expand/maintain reconstructive capabilities during interwar period

Integrated, Efficient, Expert Surgical Care
Fill care gap for wounded warriors
OSU Plastic Surgery DoD Funding
Nerve Reconstruction

OR 180134  **Moore AM** (PI)  **$2,587,986**  9/1/20 – 8/31/24
DoD Congressionally Directed Medical Research Programs (CDMRP)
Peer Reviewed Orthopaedic Research Program (PRORP) Clinical Trial Award
*Electrical Stimulation to Accelerate Nerve Regeneration*

DM190688 / W81XWH2110173  **Moore AM** (site PI)  **$1,500,000**  03/01/21- 02/28/24
DoD Restoring Warfighters with Neuromusculoskeletal Injuries Research Award (RESTORE)
*Quantitative Ambulatory Assessment and Prognosis of the Impact of Severe Upper Limb Injures on Real-World Behavior*
$17.8 Billion
Total Congressional Appropriations for Research FY92-21
On average $600M per year
OSU Military Medicine Program - future
The Start of Something Big...

2300
Students with Service Connection at Ohio State

4th
largest veteran community in the United States: Ohio
Ambulatory Update

November 16, 2021

Dan Like
Chief Administrative Officer, Ambulatory Services
Outpatient Care New Albany (OCNA)
Ribbon Cutting Ceremony
Thursday, July 29, 2021
OCNA Overview

- 251,000 sq. feet on 31.6 acres
- 200 + patient exam rooms
- 50 + clinic procedure rooms
- 4 operating rooms; 4 endoscopy suites
- Clinics opened on Aug. 2 and Aug. 17
- The James Mammography opened on Aug. 30
- Surgery and endoscopy center opened on Sept. 27
- 130+ different providers; supported by 350+ staff
- 40,000 + patient visits since opening (as of Oct. 18)
OCNA Services

Floor 1
- Advanced Immediate Care
- Lab/Blood Draw
- Ortho/musculoskeletal

Floor 2
- Surgery Specialties
- Ophthalmology
- Allergy and ENT
- Surgery Center
- Endoscopy Suites

Floor 3
- Dermatology
- Primary Care – Family Medicine
- Obstetrics and Gynecology

Floor 4
- Infusion (non-chemo)
- Pulmonary Function Testing
- Internal Medicine Specialties (various)
- Primary Care – General Internal Medicine

Floor 5
- Neurology
- Heart and Vascular
- The James Mammography and clinic
- Infusion (non-chemo)
- Pulmonary Function Testing
- Internal Medicine Specialties (various)
- Primary Care – General Internal Medicine
- Dermatology
- Primary Care – Family Medicine
- Obstetrics and Gynecology
- Surgery Specialties
- Ophthalmology
- Allergy and ENT
- Surgery Center
- Endoscopy Suites
- Advanced Immediate Care
- Lab/Blood Draw
- Ortho/musculoskeletal
- Imaging
- Rehabilitation
- Retail Pharmacy
OCNA Ambulatory Surgery Center

- 4 ambulatory operating rooms
- 23 pre/post recovery rooms
- Services:
  - Colorectal surgery
  - General surgery
  - Gynecology
  - Ophthalmology
  - Plastic surgery
  - Urology
- Ohio Department of Health licensure
- Joint Commission accredited
OCNA Endoscopy Suites

- 4 endoscopy rooms
- 16 pre/post recovery rooms
- Services:
  - Upper endoscopies
  - Colonoscopies
  - Other gastroenterology procedures
- Ohio Department of Health licensure
- Joint Commission accreditation
OCNA Outpatient Rehabilitation

- Physical, speech and occupational therapy
- Neurological rehabilitation
- Orthopedic and sports medicine rehabilitation
- Specialty programs:
  - Stroke
  - Multiple sclerosis
  - Wheelchair training
  - Pelvic health
  - Esophageal/swallowing
  - Endurance medicine
  - Dance medicine
  - And more!

November 16-18, 2021, Board of Trustees Meetings
OCNA Patient Feedback

Emily has been a wonderful physical therapist and always encourages me to do more than I think I can. – Outpatient Rehab

Charity, the Doppler technician, was especially wonderful. -- Imaging

I cannot imagine a better medical experience. As always I'm very impressed with the entire OSU team and how well they work together.

Every step was quite efficient! I was directed to the area for my information and after completion directed to the waiting area. Perfect!

A person can’t ask for better treatment than at Ohio State.

I have announced your opening to many friends and shared my wonderful experience.

Jennifer, who checked me out and scheduled follow up visits, etc., was exceptionally kind, thorough, respectful, and compassionate. – Musculoskeletal

Beautiful new facility. Everyone was helpful and friendly!

As a super tall person who recently had surgery, I don't get up and down the best, I absolutely loved the seating in the imaging waiting area. It was nice and tall. Thank you!
Outpatient Care Dublin: Construction Progress

September 2020

September 2021
Outpatient Care Dublin: Opening Summer 2022
Thank you!
Wexner Medical Center Board Report

William Farrar, MD
November 16, 2021

The James

The Ohio State University
Wexner Medical Center

Creating a Cancer-free World.
One Person, One Discovery at a Time.
Welcome to the OSUCCC – James!

Ryan Goerlitz, MBA, CPA
Chief Financial Officer

The James
Screenings for breast cancer dropped during the early months of the COVID-19 pandemic and have remained in flux throughout 2021.

- After a steep decline in mammography visits during the first wave of COVID-19, we experienced a dramatic increase.
- Mammography visits have continued to fluctuate but have been on an upward climb since June 2021.
- To enhance screening access, the OSUCCC – James opened six new ambulatory locations between March 2020 – August 2021.
- Additional efforts to increase screenings include enhanced physicians’ communication, targeted outreach, mobile mammography and a strategic media campaign.

![Pre- & Post-COVID Monthly Screening Mammography Volume](chart)

Drastic decline was due to a pause in screening mammography services.
The Center for Cancer Health Equity (CCHE) at the OSUCCC – James has had a significant impact in our community and across Ohio.

**CCHE strategy to address cancer burden in Ohio**

- **Communicate**
  - Community Advisory Boards, Coalitions, Organizations, State Cancer Control Plan
- **Engage**
  - Program Leaders, Liaisons, Researchers
- **Partner**
  - Program Leaders, Liaisons, Researchers

**Identify Problem at Local Level:**
- Determinants of disease
- Mitigating factors/treatments

**Foster Research:**
- Treatment
- Behavioral strategies

**Develop Policy:**
- Practice-changing paradigms
- Dissemination strategies

**IMPACT**

- Over 629 events with 27,000 people reached
- Navigation for over 7,000 patients
- Increase in enrollment into Breast and Cervical Cancer Early Detection Program
- Relationships with over 250 community partners in the state

*Data period: 2016-2020*

*The James*

[The Ohio State University Wexner Medical Center]
Ohio has the fourth-highest level of radon in the nation. Radon exposure is the second-leading cause of lung cancer and the primary cause among non-smokers.

Dr. David Carbone, director of the OSUCCC – James Thoracic Oncology Center, spearheaded the work to raise awareness of radon exposure among state leaders to create a statewide radon awareness month.

Known as the Annie Cacciato Act, the new legislation is named for a seven-year survivor of stage 4 lung cancer who was treated at the OSUCCC – James.

On July 1, Gov. Mike DeWine signed legislation that aims to raise awareness of the link between radon exposure and cancer risk by designating January as Radon Awareness Month in Ohio.

Annie Cacciato and Governor DeWine
The OSUCCC – James recently added one additional member to our James Cancer Network. Together we will deliver leading-edge oncology care to patients in the region.

We are excited to announce an affiliation between Mercy Health – Springfield and the OSUCCC – James to enhance cancer care services for patients throughout Clark and Champaign counties.

This new partnership will provide Mercy Health - Springfield physicians and patients with access to the expertise and specialists at the OSUCCC – James. All of this helps support our goals of making cancer care easier and providing services closer to home.
With seven affiliations, The James Cancer Network is enhancing and expanding the scope of oncology care and research throughout the region and state.
The James has received national recognition for excellence in patient care.

The James has again received the Press Ganey Guardian of Excellence® in Patient Experience Award (for the 6th time) as well as two Pinnacle of Excellence® Awards—one for consistent excellence in the non-HCAHPS survey section (3rd time) and one for our HCAHPS scores (2nd time).

Our gratitude extends to every faculty and staff member at the OSUCCC – James!
Pelotonia 2020 and 2021 were unlike anything we’ve seen before. Despite a challenging two years, our cancer community has continued to elevate this important cause and raise money for life-saving research at the OSUCCC – James.

2021 fundraising total to be announced in November 16-18, 2021, Board of Trustees Meetings.
$232M+

Because of your commitment to a cancer-free world…
Thank You!
Wexner Medical Center
Financial Report
Public Session

November 16, 2021
The Ohio State University Health System

Consolidated Statement of Operations
For the YTD ended: September 30, 2021
(in thousands)

<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>OPERATING STATEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>$946,946</td>
<td>$923,181</td>
<td>$23,765</td>
<td>2.6%</td>
<td>$860,934</td>
<td>10.0%</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>392,231</td>
<td>393,569</td>
<td>1,338</td>
<td>0.3%</td>
<td>367,130</td>
<td>-6.8%</td>
</tr>
<tr>
<td>Resident/Purchases Physician Services</td>
<td>32,488</td>
<td>32,358</td>
<td>(130)</td>
<td>-0.4%</td>
<td>31,172</td>
<td>-4.2%</td>
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<tr>
<td>Supplies</td>
<td>108,335</td>
<td>101,496</td>
<td>(6,839)</td>
<td>-6.7%</td>
<td>99,816</td>
<td>-8.5%</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>128,294</td>
<td>122,030</td>
<td>(6,264)</td>
<td>-5.1%</td>
<td>114,950</td>
<td>-11.6%</td>
</tr>
<tr>
<td>Services</td>
<td>95,326</td>
<td>97,834</td>
<td>2,508</td>
<td>2.6%</td>
<td>82,790</td>
<td>-15.1%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>49,857</td>
<td>49,857</td>
<td>-</td>
<td>0.0%</td>
<td>42,723</td>
<td>-16.7%</td>
</tr>
<tr>
<td>Interest</td>
<td>6,940</td>
<td>6,940</td>
<td>-</td>
<td>0.0%</td>
<td>7,557</td>
<td>8.2%</td>
</tr>
<tr>
<td>Shared/University Overhead</td>
<td>18,590</td>
<td>18,681</td>
<td>91</td>
<td>0.5%</td>
<td>18,126</td>
<td>-2.6%</td>
</tr>
<tr>
<td>Total Expense</td>
<td>832,061</td>
<td>822,765</td>
<td>(9,296)</td>
<td>-1.1%</td>
<td>764,264</td>
<td>-8.9%</td>
</tr>
<tr>
<td>Gain (Loss) from Operations (pre MCI)</td>
<td>114,886</td>
<td>100,416</td>
<td>14,470</td>
<td>14.4%</td>
<td>96,670</td>
<td>18.8%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>(48,858)</td>
<td>(48,858)</td>
<td>-</td>
<td>0.0%</td>
<td>(45,991)</td>
<td>-6.2%</td>
</tr>
<tr>
<td>Income from Investments</td>
<td>7,523</td>
<td>4,511</td>
<td>3,012</td>
<td>66.8%</td>
<td>5,831</td>
<td>29.0%</td>
</tr>
<tr>
<td>Other Gains (Losses)</td>
<td>6,095</td>
<td>6,214</td>
<td>(119)</td>
<td>---</td>
<td>6,114</td>
<td>---</td>
</tr>
<tr>
<td>Excess of Revenue over Expense</td>
<td>$79,646</td>
<td>$62,283</td>
<td>$17,363</td>
<td>27.9%</td>
<td>$62,625</td>
<td>27.2%</td>
</tr>
<tr>
<td>Margin Percentage</td>
<td>8.4%</td>
<td>6.7%</td>
<td>1.7%</td>
<td>24.7%</td>
<td>7.3%</td>
<td>15.6%</td>
</tr>
</tbody>
</table>
## Operating Statement

<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>Total Revenue</strong></td>
<td>$1,209,397</td>
<td>$1,177,733</td>
<td>$31,665</td>
<td>2.7%</td>
<td>$1,093,635</td>
<td>10.6%</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>630,673</td>
<td>630,378</td>
<td>(295)</td>
<td>0.0%</td>
<td>578,728</td>
<td>-9.0%</td>
</tr>
<tr>
<td>Resident/Purchases Physician Services</td>
<td>32,488</td>
<td>32,358</td>
<td>(130)</td>
<td>-0.4%</td>
<td>31,172</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Supplies</td>
<td>119,651</td>
<td>115,021</td>
<td>(4,630)</td>
<td>-4.0%</td>
<td>111,344</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>131,082</td>
<td>124,425</td>
<td>(6,658)</td>
<td>-5.4%</td>
<td>117,187</td>
<td>-11.9%</td>
</tr>
<tr>
<td>Services</td>
<td>128,173</td>
<td>128,177</td>
<td>4</td>
<td>0.0%</td>
<td>107,527</td>
<td>-19.2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>51,889</td>
<td>54,818</td>
<td>2,929</td>
<td>5.3%</td>
<td>48,631</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Interest/Debt</td>
<td>6,998</td>
<td>7,012</td>
<td>14</td>
<td>0.2%</td>
<td>7,620</td>
<td>8.2%</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>14,221</td>
<td>14,279</td>
<td>58</td>
<td>0.4%</td>
<td>15,878</td>
<td>10.4%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>4,973</td>
<td>876</td>
<td>(4,097)</td>
<td>-467%</td>
<td>7,183</td>
<td>30.8%</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>1,120,149</td>
<td>1,107,345</td>
<td>(12,804)</td>
<td>-1.2%</td>
<td>1,025,271</td>
<td>-9.3%</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expense</strong></td>
<td>$89,249</td>
<td>$70,388</td>
<td>$18,861</td>
<td>26.8%</td>
<td>$68,364</td>
<td>30.5%</td>
</tr>
</tbody>
</table>

### Financial Metrics

<table>
<thead>
<tr>
<th></th>
<th>Current YTD</th>
<th>Prior YTD</th>
<th>% Var</th>
<th>Current YTD</th>
<th>Prior YTD</th>
<th>% Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Margin Percentage</td>
<td>7.4%</td>
<td>6.0%</td>
<td>1.4%</td>
<td>23.5%</td>
<td>6.3%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Adjusted Admissions</td>
<td>32,023</td>
<td>33,989</td>
<td>(1,966)</td>
<td>-5.8%</td>
<td>32,712</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Operating Revenue per AA</td>
<td>$29,571</td>
<td>$27,161</td>
<td>$2,410</td>
<td>8.9% $26,319</td>
<td>12.4%</td>
<td></td>
</tr>
<tr>
<td>Total Expense per AA</td>
<td>$25,983</td>
<td>$24,207</td>
<td>(1,777)</td>
<td>-7.3%</td>
<td>$23,363</td>
<td>-11.2%</td>
</tr>
</tbody>
</table>

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: September 30, 2021*  
*(in thousands)*

<table>
<thead>
<tr>
<th></th>
<th>Sep 2021</th>
<th>June 2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,713,892</td>
<td>$1,752,838</td>
<td>$(38,946)</td>
</tr>
<tr>
<td>Net Patient Receivables</td>
<td>474,965</td>
<td>463,625</td>
<td>11,340</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>613,987</td>
<td>627,957</td>
<td>(13,971)</td>
</tr>
<tr>
<td>Assets Limited as to Use</td>
<td>513,738</td>
<td>511,090</td>
<td>2,648</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment - Net</td>
<td>2,233,943</td>
<td>2,096,329</td>
<td>137,614</td>
</tr>
<tr>
<td>Other Assets</td>
<td>528,604</td>
<td>524,660</td>
<td>3,944</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$6,079,129</td>
<td>$5,976,500</td>
<td>$102,629</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$819,627</td>
<td>$794,169</td>
<td>$25,458</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>211,483</td>
<td>204,138</td>
<td>7,345</td>
</tr>
<tr>
<td>Long-Term Debt</td>
<td>586,229</td>
<td>601,018</td>
<td>(14,789)</td>
</tr>
<tr>
<td>Net Assets - Unrestricted</td>
<td>3,683,230</td>
<td>3,612,597</td>
<td>70,633</td>
</tr>
<tr>
<td>Net Assets - Restricted</td>
<td>778,560</td>
<td>764,577</td>
<td>13,983</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td>$6,079,129</td>
<td>$5,976,500</td>
<td>$102,629</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.
ATTACHMENT XLII

Project Data Sheet for Board of Trustees Approval

WMC Loading Dock Expansion and Renovation
OSU-200238 (CNI#19000137)

Project Location: Doan Hall

- approval requested and amount
  construction w/contingency $15.1M
  (includes installed equipment)

- project budget
  professional services $1.8M
  construction w/contingency $15.1M
  total project budget $16.9M

- project funding
  ☐ university debt
  ☐ fundraising
  ☐ university funds
  ☑ auxiliary funds
  ☐ state funds

- project schedule
  BoT professional services approval 11/19
  design/bidding 6/20 – 2/22
  BoT construction approval 11/21
  construction 4/22 – 6/23
  facility opening 7/23

- project delivery method
  ☐ general contracting
  ☐ design/build
  ☑ construction manager at risk

- planning framework
  - this project is included in the FY 2020, FY 2021 and FY2022 Capital Investment Plans and is based on a study of dock operations completed in March 2018. Project scope was updated and validated during design.
  - additional project funding will be included in the FY 2023 Capital Investment Plan

- project scope
  - the project will renovate 28,000 sf of existing dock area and add 6,000 sf; the expanded dock will support the continued growth of the Wexner Medical Center
  - renovation work will include the clean and soiled staging areas with the expansion adding new soiled dock doors and space for pneumatic trash and a linen fan room
  - the project will replace cart washers, dock levelers, and dock door equipment
  - structural, mechanical and electrical upgrades are included

- approval requested
  - approval is requested to enter into construction contracts

- project team
  University project manager: Robin Faires
  AE/design architect: Davis Wince
  CM at Risk: Elford

Office of Administration and Planning
November 2021