

APPENDIX LII



THE OHIO STATE UNIVERSITY

Board of Trustees

University Square South
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Columbus, OH 43201

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trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

February 20, 2024 - Wexner Medical Center Board Meeting

Members Present:

Leslie H. Wexner
Alan A. Stockmeister
John W. Zeiger
Gary R. Heminger
Tomislav B. Mitevski
Juan Jose Perez

Taylor A. Schwein
Robert H. Schottenstein
Cindy Hilsheimer
Amy Chronis
Hiroyuki Fujita (ex officio)
Walter E. Carter, Jr. (ex officio)

Karla Zadnik (ex officio)
Michael Papadakis (ex officio)
John J. Warner (ex officio)

Members Present via Zoom:

Stephen D. Steinour

Members Absent: N/A

PUBLIC SESSION

The Wexner Medical Center Board convened for its 49th meeting on Tuesday, February 20, 2024, in person at Longaberger Alumni House on Ohio State's Columbus campus and virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 12:58 p.m.

Item for Action

1. Approval of Minutes: No changes were requested to the November 14, 2023, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

Items for Discussion

2. Chief Executive Officer's Report: Dr. John J. Warner, EVP at Ohio State and CEO of the Wexner Medical Center, welcomed President Carter and Interim Provost Karla Zadnik to the Wexner Medical Center Board meeting.

Dr. Warner started the meeting by officially sharing that the Wolfe Foundation — chaired by Ann Wolfe — made a \$50 million philanthropic commitment in honor of the late John F. Wolfe to help fund The Ohio State University Wexner Medical Center's new hospital tower set to open in 2026. This transformational gift is among the largest ever made to the medical center, and in recognition, the new inpatient tower will have two named spaces: The John F. Wolfe Lobby and the Wolfe Foundation Crossroads. President Carter, Dr. Fujita, Mr. Wexner, and other members of the board added additional reflections on the Wolfe Family's legacy of service to Ohio State and the Columbus Community, and Mrs. Wolfe addressed the Board expressing her desire that this gift would serve as a catalyst for additional giving to support the new hospital tower.

He continued his report by updating the Board on the partnership between Ohio State and the State of Ohio to announce a new \$20 million study to help change the face of mental health care in Ohio and also across the country. The SOAR Study is a first-of-its-kind behavioral health research initiative examining the root causes of mental illness and addiction to improve lives.



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Additionally, The Proton Therapy Center at The James Outpatient Care facility is the first treatment facility in central Ohio to offer these targeted forms of radiation therapy to treat complex tumors that cannot be removed via surgery or addressed with traditional radiation oncology therapies. This achievement was celebrated, along with partners at Nationwide Children's Hospital, with a ribbon cutting ceremony this past December. Proton therapy is already making an impact on the lives of adult and pediatric patients.

Lastly, Dr. Warner shared about the recent work that's been done to create an accountable care organization — known as an ACO — in partnership with CVS Accountable Care. The partnership is a team-based collaborative and coordinated approach to patient-centered care for traditional Medicare fee-for-service patients who receive care from an Ohio State provider. It supports more than 13,000 Medicare patients who receive care at Ohio State with a coordinated approach to delivering high service and care.

(See Attachment LVI for background information, page 1427)

3. Wexner Medical Center Financial Report: Mr. Vincent Tammaro provided a high-level report out of the medical center's financial performance through the first six months of

FY2024.(See Attachment LVII for background information, page 1441)

Items for Actions

4. Resolution No. 2024-70, Recommend for Approval the Acquisition of Real Property:

0.277+/- ACRES ON OAKWOOD ALLEY & FRANCISCAN WAY,
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to acquire property from the City of Columbus described as Oakwood Alley and Franciscan Way between Burt Street, Taylor Avenue, Long Street and Hawthorne Avenue, Columbus, Ohio and being approximately 0.277 acres of land.

WHEREAS at the request of the university, the City of Columbus has offered to sell the above described alleys for \$6,750 (\$0.57 per square foot), subject to approval of the sale by the City of Columbus Council; and

WHEREAS the purchase of this property supports the university's plan to maintain the adjacent parking lots for patients, staff, and visitors:

NOW THEREFORE

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

BE IT RESOLVED, that the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the purchase of the aforementioned property upon the terms and conditions deemed to be in the best interest of the university and at a sale price at or below the appraised value.

(See Attachment LVIII for background information, page 1447)

5. Resolution No. 2024-71. Recommend Approval to Increase Professional Services and Construction Contracts:



APPROVAL TO INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS
MARTHA MOREHOUSE FACILITY IMPROVEMENTS – SOAR MRI
WMC OUTPATIENT CARE POWELL

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

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Martha Morehouse Facility Improvements – SOAR MRI	\$0.9M	\$7.9M	\$8.8M	Auxiliary funds, university funds, grant funds
WMC Outpatient Care Powell	\$14.6M	\$150.4M	\$165.0M	Auxiliary funds

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

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

(See Attachment LIX for background information, page 1449)

6. Resolution No. 2024-72, Ratification of Committee Appointments FY2024-25:

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointment to the Quality and Professional Affairs Committee for FY2024-25 is as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair
Juan Jose Perez
Taylor A. Schwein
KARLA ZADNIK
Michael Papadakis
John J. Warner
Eric Adkins
Doreen Agnese
Jay M. Anderson
Carol R. Bradford
Stacy A. Brethauer
David E. Cohn



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Scott A. Holliday
Elizabeth Seely
Deana Sievert
Corrin Steinhauer
Andrew M. Thomas

7. Resolution No. 2024-73. Appointment of OSU Wexner Medical Center Infection Prevention and Control Program Leaders:

Synopsis: Approval of the appointment of leaders responsible for the Infection Prevention and Control Program for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

WHEREAS the mission of the OSU Wexner Medical Center is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the leaders of the Infection Prevention and Control Program are responsible for managing and directing the program by: employing methods for preventing and controlling the transmission of infections through surveillance, prevention, and control of hospital-acquired infections; providing and maintaining clean and sanitary environments to avoid sources and transmission of infection; and addressing any infection control issues identified by public health authorities for the Ohio State University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS Ryan Carroll, MD, Nora Colburn, MD and Shandra Day, MD are qualified through education, training, and experience in infection prevention and control; and

WHEREAS Andrew Thomas, MD, the Chief Clinical Officer for the OSU Wexner Medical Center, and Deana Sievert, DNP, MSN, RN, the Chief Nursing Officer for University Hospital and Ross Heart Hospital, recommended that Dr. Carroll, Dr. Colburn, and Dr. Day serve as the leaders responsible for the Infection and Prevention Control Program for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital by letter (attached) dated November 16, 2023; and

WHEREAS, on November 28, 2023, the Quality and Professional Affairs Committee recommended to the Wexner Medical Center Board the approval of Dr. Carroll, Dr. Colburn and Dr. Day as the leaders responsible for the Infection Prevention and Control Program for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves Dr. Carroll, Dr. Colburn and Dr. Day as the leaders responsible for the Infection Prevention and Control Program for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

(See Attachment LX for background information, page 1451)

Action: Upon motion of Mr. Stockmeister, seconded by Mr. Heminger, the Wexner Medical Center Board recommend agenda items No. 4 – Recommend for Approval Acquisition of Real Property, and No. 5 – Recommend for Approval to Increase Professional Services and Construction Contracts, to the University Board of Trustees 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. Perez, Ms. Schwein, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, President Carter, Dr. Zadnik, Mr. Papadakis and Dr. Warner.



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Action: Upon motion of Mr. Stockmeister, seconded by Mr. Perez, the Wexner Medical Center Board approved the remaining motions — all related to the Quality and Professional Affairs Committee — by unanimous roll-call vote with the following members present and voting: Mr. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Mr. Mitevski, Mr. Perez, Ms. Schwein, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, President Carter, Dr. Zadnik, Mr. Papadakis and Dr. Warner.

EXECUTIVE SESSION

It was moved by Mr. Wexner and seconded by Mr. Schottenstein that the Wexner Medical Center Board recess into executive session to discuss the sale or disposition of property; 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, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Mr. Mitevski, Mr. Perez, Ms. Schwein, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, President Carter, Dr. Zadnik, Mr. Papadakis and Dr. Warner.

The Wexner Medical Center Board entered into executive session at 1:56 p.m. The meeting adjourned at 4:40 p.m.

The Ohio State University Wexner Medical Center CEO Report

Presented By:
John J. Warner, MD

February 20, 2024



THE OHIO STATE
UNIVERSITY
WEXNER MEDICAL CENTER

John F. and Ann Islay Wolfe

**Wolfe Foundation
commemorates
John F. Wolfe's legacy
with transformational
\$50 million gift
to Ohio State's new
hospital tower**

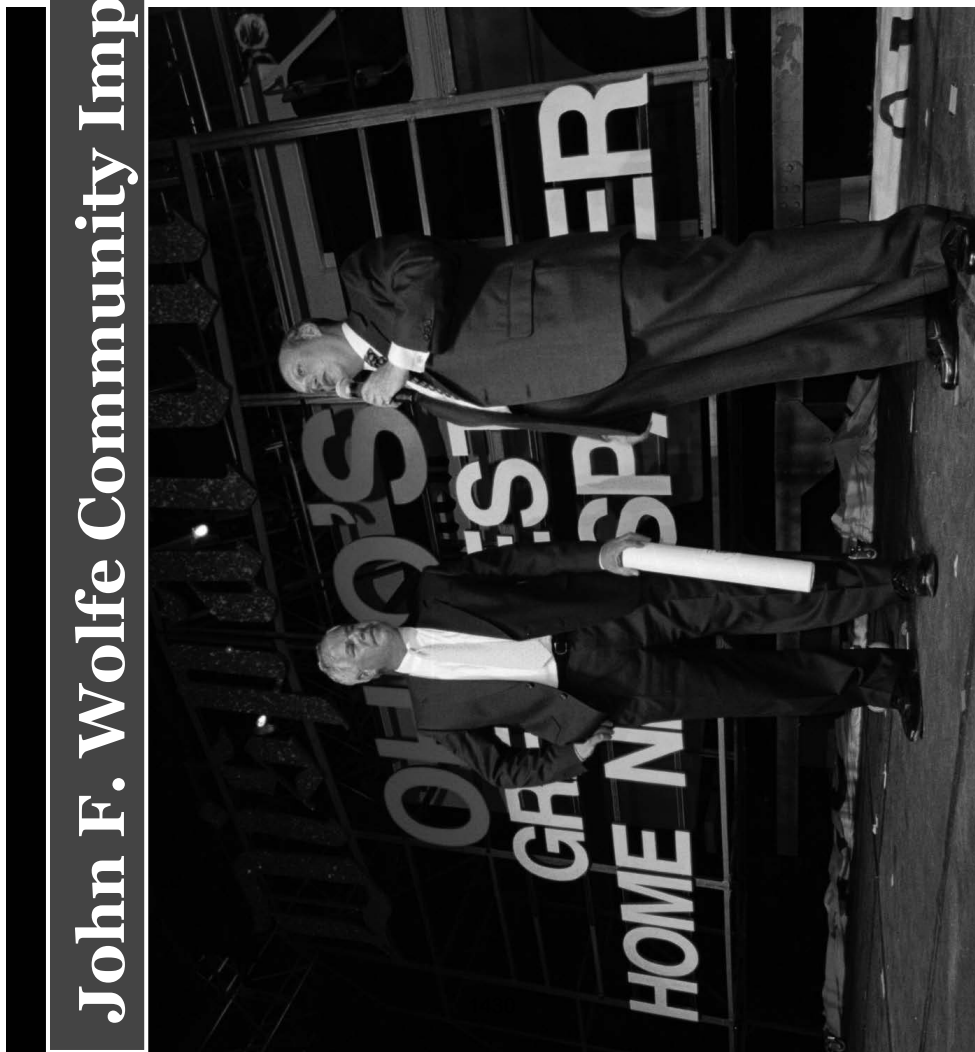
1426



John F. Wolfe Lobby and Wolfe Foundation Crossroads



John F. Wolfe Community Impact



A Legacy of Giving. A Lifetime of Impact.



SOAR Study Announcement



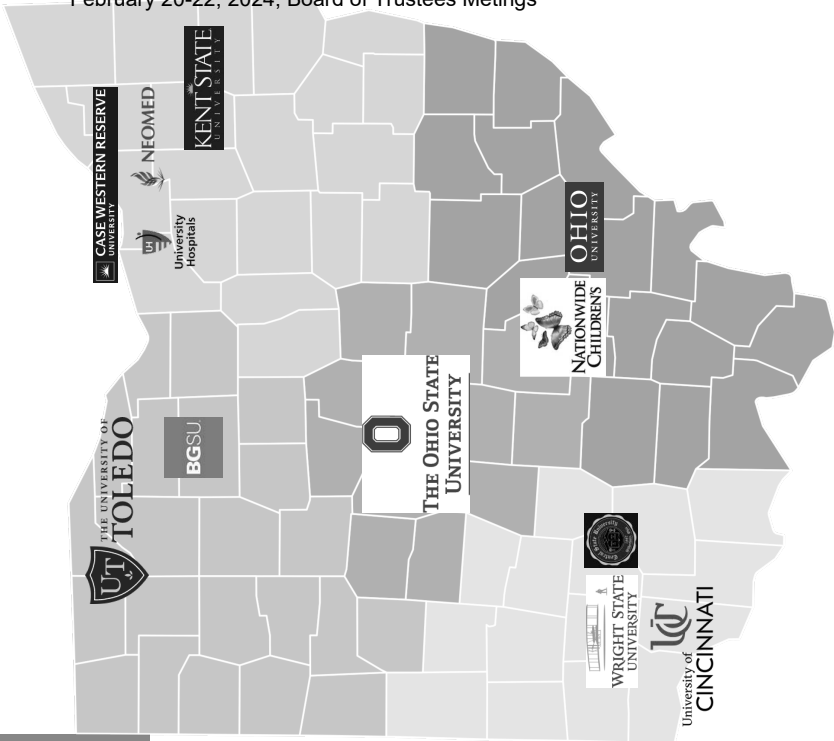
SOAR Study Partnership with State of Ohio



SOAR NETWORK

Clinical and Research Collaboration

Committed partnerships across Ohio will be critical for success and implementation of a new ecosystem of research and care



There's never been an effort of this scale and with this depth in the history of addiction, mental health and resilience research.

The world's best minds solving the mind's toughest problems.

SOAR





Proton Therapy Center Ribbon Cutting

Proton Therapy
ation Oncology

Blackwell
RADICAL
THERAPY AND
PROTON THERAPY
Center

The James



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WEXNER MEDICAL CENTER



NATIONWIDE CHILDREN'S
When your child needs a hospital, everything matters.

Proton Therapy Impact



CVS Accountable Care Partnership

February 20-22, 2024 Board of Trustees Meetings

 THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

 **CVS** Accountable Care™

**Wexner Medical Center Board
Financial Report
Public Session**
February 20, 2024





December Financial Results

The Ohio State University Health System
Consolidated Statement of Operations
For the YTD ended: December 31, 2023
(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	2,164,086	2,143,202	20,884	1.0%	1,945,549	11.2%
Operating Expenses						
Salaries and Benefits	928,676	927,732	(944)	-0.1%	854,262	-8.7%
Resident/Purchased Physician Services	110,376	109,238	(1,138)	-1.0%	97,255	-13.5%
Supplies/Pharmaceuticals/Other	831,482	816,567	(14,915)	-1.8%	734,464	-13.2%
Depreciation	117,069	119,179	2,110	1.8%	108,245	-8.2%
Interest	21,265	21,265	-	0.0%	22,530	5.6%
Total Expense	2,008,868	1,993,981	(14,887)	-0.7%	1,816,756	-10.6%
Gain (Loss) from Operations (pre MCI)	155,218	149,221	5,997	4.0%	128,793	20.5%
Medical Center Investments	(125,181)	(120,181)	(5,000)	4.2%	(115,408)	-8.5%
Income from Investments	26,989	13,472	13,517	100.3%	13,409	101.3%
Other Gains (Losses)	14,692	15,000	(308)	-2.1%	13,463	9.1%
Excess of Revenue over Expense	\$ 71,718	\$ 57,512	\$14,206	24.7%	\$ 40,257	78.2%
Non-Budgeted One-Time Recognitions	\$ 3,358	\$ -	\$ 3,358	0.0%	\$ 51,152	---
Margin with Non-Budgeted One-Time Recognitions	\$ 75,076	\$ 57,512	\$17,564	30.5%	\$ 91,409	-17.9%
Margin Percentage	3.5%	2.7%	0.8%	29.3%	4.7%	-1.2%
EBIDA	\$ 213,410	\$ 197,956	\$15,454	7.8%	\$ 222,184	-3.9%
EBIDA Margin Percentage	9.9%	9.2%	0.7%	6.8%	11.4%	-1.6%

The Ohio State University Wexner Medical Center

Combined Statement of Operations

For the YTD ended: December 31, 2023

(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PV % Var
OPERATING STATEMENT						
Total Operating Revenue	2,913,748	2,898,845	14,903	0.5%	2,628,963	10.8%
Operating Expenses						
Salaries and Benefits	1,627,985	1,628,771	786	0.0%	1,485,620	-9.6%
Resident/Purchased Physician Services	110,376	109,238	(1,138)	-1.0%	97,255	-13.5%
Supplies/Pharmaceuticals/Other	1,002,120	987,807	(14,313)	-1.4%	890,124	-12.6%
Depreciation	126,583	129,977	3,393	2.6%	117,248	-8.0%
Interest	21,370	21,360	(10)	0.0%	22,635	5.6%
Total Expense	2,888,434	2,877,153	(11,281)	-0.4%	2,612,883	-10.5%
Gain (Loss) from Operations (pre MCI)	25,315	21,693	3,622	16.7%	16,080	57.4%
Income from Investments	32,183	17,552	14,631	83.4%	15,281	110.6%
Other Gains (Losses)	12,661	13,169	(508)	-3.9%	9,891	28.0%
Excess of Revenue over Expense	\$ 70,159	\$ 52,414	\$ 17,745	33.9%	\$ 41,251	70.1%
Non-Budgeted One-Time Recognitions	\$ 3,358	\$ -	\$ 3,358	0.0%	\$ 51,152	---
Margin with Non-Budgeted One-Time Recognitions	\$ 73,517	\$ 52,414	\$ 21,103	40.3%	\$ 92,403	-20.4%
Margin Percentage	2.5%	1.8%	0.7%	39.5%	3.5%	-1.0%
EBIDA	\$ 221,470	\$ 203,751	\$ 17,719	8.7%	\$ 232,287	-4.7%
EBIDA Margin Percentage	7.6%	7.0%	0.7%	8.1%	8.8%	-1.2%

* 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, 2023

(in thousands)

	Dec 2023	June 2023	FY24-FY23 Change
Cash	\$ 1,257,997	\$ 1,392,047	\$ (134,050)
Net Patient Receivables	716,263	624,951	91,312
Other Current Assets	237,065	206,304	30,761
Assets Limited as to Use	1,066,023	988,171	77,852
Property, Plant & Equipment - Net	3,510,161	3,306,934	203,227
Other Assets	636,281	611,151	25,130
Total Assets	\$ 7,423,790	\$ 7,129,558	\$ 294,232
Current Liabilities	\$ 432,463	\$ 449,016	\$ (16,553)
Other Liabilities	342,697	364,681	(21,984)
Total Debt	1,479,068	1,219,817	259,251
Net Assets	5,169,562	5,096,045	73,517
Liabilities and Net Assets	\$ 7,423,790	\$ 7,129,558	\$ 294,232
Days Cash on Hand	143.9	163.2	(19.3)
Net Days in Accounts Receivable	56.5	51.9	(4.6)
Debt to Capital	22.2%	19.3%	-2.9%

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



Thank You

Wexnermedical.osu.edu

ATTACHMENT LVIII

APPROVAL FOR ACQUISITION OF REAL PROPERTY OAKWOOD ALLEY & FRANCISCAN WAY COLUMBUS, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State East Hospital (East Hospital) owns the parking lots south of Hawthorne Avenue between Burt Street and Taylor Avenue. Two City of Columbus public alleys, Oakwood Alley and Franciscan Way, are used to access the parking lots. These alleys have long been maintained by East Hospital, and the hospital would like to acquire the alleys to more effectively maintain the lots.

The university submitted a request to the City of Columbus to release the two right of ways. The City has agreed to sell the area at a cost of \$6,750 (\$0.57 per square foot) subject to final City approvals and to retention of a general utility easement for those utilities currently located within the alleys.

Location and Description

The subject property consists of approximately 0.277 acres between Burt Street, Taylor Avenue, Hawthorne Avenue and Long Street, Columbus, Ohio.

Property History

The property is currently vested in the City of Columbus as public right of way.

Purchase of Property

Planning, Architecture and Real Estate, together with the Wexner Medical Center, recommend that the university proceed with acquisition of the land upon terms and conditions deemed to be in the best interest of the university. Wexner Medical Center will provide the acquisition funds.



Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: February 22, 2024
The Ohio State University Board of Trustees

HOSPITAL EAST ALLEY ACQUISITION
COLUMBUS, FRANKLIN COUNTY, OHIO 43203

ATTACHMENT LIX

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Facility Improvements - SOAR MRI

OSU-200053 (CNI#19000137)

Project Location: Kenny Rd, 2006-2030 (0214)

- Approval Requested and Amount**

Professional services	\$0.9M
Construction w/contingency	\$7.9M
Total requested	\$8.8M

- Project Budget**

Professional services	\$4.0M
Construction w/contingency	\$46.6M
Total project budget	\$50.6M

- Project Funding**

Auxiliary funds, university funds, grant funds

- Project Schedule**

BoT approval	08/19
design	09/19 – 12/20
construction – phase 1	09/20 – 11/21
construction – phase 2-7	05/21 – 01/25
BoT approval SOAR	02/24
design SOAR	02/24 - 05/24
construction SOAR	06/24 - Fall 24
facility opening SOAR	Fall 24
facility opening MMH	01/25

- Project Delivery Method**

Construction Manager at Risk

- Planning Framework**

- This project is included in the FY 2020 Capital Investment Plan.
- The FY 2024 Capital Investment Plan will be amended to include the proposed increase.

- Project Scope**

- Psychiatry and Behavioral Health within the College of Medicine received a grant for a 3T MRI for research purposes as a part of the State of Ohio Adversity and Resilience (SOAR) Study. SOAR is the first-ever multi-generational study aimed at understanding the causes and modifiable risk factors of mental illness.
- The project includes the procurement and installation of a 60' x 15' modular building to the north of the Research Administration Building.
- The scope includes site utilities, foundation work, emergency generator power, UPS (uninterrupted power source), and ADA site walkway improvements from the building to the modular unit. Planned renovations to the Research Administration Building include a reception/waiting area, control and processing rooms, ADA restroom/dressing room, lab space, cognitive consult/interview rooms, and staff offices.
- MRI equipment costs are included with construction costs.

- Approval Requested**

- Approval is requested to increase professional services and construction contracts.
- Approval is requested to amend the FY 2024 Capital Investment Plan.

- project team**

University project manager: Alexandra Radabaugh
 AE/design architect: BDTAID
 CM at Risk or Design Builder: Elford



Project Data Sheet for Board of Trustees Approval

WMC Outpatient - Powell

OSU-220880 (REQ ID# AMB220075)

Project Location: **7171 Sawmill Parkway, Powell

- Approval Requested and Amount**

Professional services	\$14.6M
Construction w/contingency	\$150.4M
Total requested	\$165.0M
- Project Budget**

Professional services	\$23.0M
Construction w/contingency	\$160.0M
Total project budget	\$183.0M
- Project Funding**

Auxiliary funds
- Project Schedule**

BoT professional services approval	05/22
Design	06/22 – 09/23
BoT construction approval (enabling)	11/23
BoT construction approval	02/24
Construction	04/24 – 04/26
Facility opening	08/26
- Project Delivery Method**

Construction Manager at Risk
- Planning Framework**
 - This project is included in the FY 2023 Capital Investment Plan.
 - Consistent with the strategic plans of the university and Wexner Medical Center to provide medical services within community-based ambulatory facilities.
 - The FY 2024 Capital Investment Plan will be amended to include the requested professional services and construction amount.
- Project Scope**
 - The project will design and build a five-story medical office building and a two-story ambulatory health center which includes imaging, outpatient rehab/PT, endoscopy, and support services.
- Approval Requested**
 - Approval is requested to increase professional services and construction contracts.
 - Approval is requested to amend the FY 2024 Capital Investment Plan.



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- project team**

University project manager:	Rice, George
AE/design architect:	DLR Group
CM at Risk or Design Builder:	CK Construction

ATTACHMENT LX



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Medical Staff Administration
Chief Clinical Officer

Andrew M. Thomas, MD, MBA
Senior Associate Vice President

130 Doan Hall
410 W. 10th Ave
Columbus, OH 43210

614-293-8158 Office
614-293-4989 Fax
medicalcenter.osu.edu

November 16, 2023

Ryan Carroll, MD
Nora Colburn, MD
Shandra Day, MD
Department of Internal Medicine
Division of Infectious Diseases

Dear Drs. Carroll, Colburn and Day,

Thank you for your continued service as the leaders for the Infection Control and Clinical Epidemiology program for the Ohio State University Wexner Medical Center (OSUWMC).

For the purposes of this letter, the OSU Wexner Medical Center includes University Hospital, East Hospital, Brain and Spine Hospital, Richard M. Ross Heart Hospital, Harding Hospital, Dodd Rehabilitation Hospital, Ambulatory Clinics and Services.

In accordance with CMS Regulations (CMS 482.42), as the medical and nursing leadership of the Medical Center, we will be forwarding your appointment as the leadership of this program to the OSUWMC board for final approval.

We deeply appreciate your willingness to serve the Ohio State University Wexner Medical Center in this important capacity.

Sincerely,

Andrew M. Thomas, MD, MBA
Chief Clinical Officer
Senior Associate Vice President for Health Sciences

Deana Sievert, DNP, MSN, RN
Chief Nursing Officer, University Hospital and Ross Heart Hospital