



THE OHIO STATE UNIVERSITY

Board of Trustees

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trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

May 14, 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
Stephen D. Steinour (arr. 1:49 p.m.)
Robert H. Schottenstein (arr. 2:05 p.m.)
Cindy Hilsheimer

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:

Amy Chronis (joined at 1:06 pm)

Members Absent: N/A

PUBLIC SESSION

The Wexner Medical Center Board convened for its 50th meeting on Tuesday, May 14, 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 12:59 p.m.

Item for Action

1. Approval of Minutes: No changes were requested to the February 20, 2024, 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, CEO of the Wexner Medical Center and EVP at Ohio State and, started the meeting with recognizing and celebrating the accomplishments of many students and trainees. At spring commencement, 881 College of Medicine students received degrees and certificates. And at this year's Doctoral Convocation, 185 medical students earned their medical degrees.

In March, graduating medical students participated in the largest Match Day in the history of the National Resident Matching Program. Nationwide, there were 44,000 applicants for 41,000 positions. At Ohio State we had a 97% match rate — 35% matched in Ohio, including 35 who matched right here at the Wexner Medical Center and another three at Nationwide Children's Hospital. Also, our Ohio State residency programs had a 100% match rate.

Dr. Warner also shared detail regarding the College of Medicine's "My Dream, My Decision" campaign, where students share their dreams and reasons for choosing Ohio State to inspire prospective students to want to become Buckeyes themselves. As a result of the campaign and other efforts by the college, the Ohio State College of Medicine saw a 6% increase in applications for the 2024 year, and for context, nationally, there's been about a 6% decline in MD applications since 2021.

Dr. Warner then noted that the University is in the final stages of construction on the new Interdisciplinary Health Sciences Center (IHSC), a project that began in 2017 with the vision of this



THE OHIO STATE UNIVERSITY

Board as part of the University's Time & Change capital campaign. The IHSC will serve as the new home to the College of Medicine, and as a hub for interprofessional health sciences education for all seven of Ohio State's health sciences colleges.

Dr. Warner also celebrated the opening of the Wexner Medical Center's new Healthy Community Center. The center is located in the former Martin Luther King, Jr. branch of the Columbus Metropolitan Library, which was the first library in the U.S. to be named in honor of Dr. King. The center is dedicated to education and programming that supports healthy lifestyles with a focus on nutrition education and wellness to improve and prevent chronic illness. The center was co-designed by Ohio State and the Near East Side community through a series of community engagement sessions and a group of dedicated volunteers, along with support from PACT — Partners Achieving Community Transformation — and other area organizations and businesses.

In April, the Wexner Medical Center broke ground on Outpatient Care Powell — a 207,000-square-foot facility set to open in summer 2026. It includes a two-story health center and an attached five-story medical office building. Like its other newest outpatient care facilities in New Albany and Dublin, Outpatient Care Powell will include medical services like advanced urgent care, imaging, endoscopy, physical therapy and more.

The cities of Hilliard and Upper Arlington selected the Wexner Medical Center as their health and wellness partner for their integrative community health and wellness center. At both community centers that will open in 2025, the Wexner Medical Center will offer a wide array of comprehensive programming including outpatient physical therapy, integrative health services, group wellness classes, disease-specific programming like "exercise is medicine" and "mindfulness in motion," as well as performance training, including tactical training for first responders, endurance training and bike fitting.

(See Attachment LXXVIII for background information, page 2064)

3. James Cancer Hospital Report: Dr. David Cohn, interim chief executive officer, James Cancer Hospital and Solove Research Institute, provided the James Cancer Hospital report focused on innovation of The James and how we work to improve cancer care and quality of life of patients. The Bone Marrow Transplant program celebrated its 40th anniversary this year. The program has completed more than 6,500 transplants. In July our outpatient transplant strategy will expand, and The James will be the first in central Ohio to offer an ambulatory transplantation option to our patients.

In April The James engaged with Veris Health to pilot a new at-home cancer remote patient monitoring (RPM) system. RPM enhances personalized cancer care through early detection of signals of side effects, reduced unplanned hospital admissions, and increased provider and patient satisfaction. This is the first step in expanding the "cancer at home" portfolio.

Last month The James became only one of 10 institutions in the U.S. and the only one in the Midwest to gain access to the most modern surgical robot. Dr. Robert Merritt, led the study that culminated in FDA clearance for the da Vinci 5 robotic system for clinical use. Robotic surgery allows patients a shorter hospital stay and a quicker recovery time.

(See Attachment LXXIX for background information, page 2075)

4. Wexner Medical Center Financial Report: Mr. Vincent Tammaro provided a high-level report out of the medical center's financial performance through the first nine months of FY2024.

(See Attachment LXXX for background information, page 2083)



Items for Actions

5. Recommend for Approval Wexner Medical Center FY25 Budget: Mr. Tammaro will seek the Board's endorsement of the Wexner Medical Center FY25 Operating and Capital Budgets before it is reviewed with other Board of Trustees committees this week. He shared the proposed FY25 budget for the combined Wexner Medical Center, which reflects an 7.9% increase in total operating revenue and an 8.8% increase in total expenses compared to the FY24 budget.

(See Attachment LXXXI for background information, page 2089)

6. Resolution No. 2024-104, Recommend Approval to Increase Professional Services and Construction Contracts:

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
JOC - NUCLEAR MEDICINE EXPANSION

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

WHEREAS in accordance with the attached materials, the University desires to enter into professional services contracts for the following project; and

	Prof. Serv. Approval Requested	Total Requested	
JOC- Nuclear Medicine Expansion	\$0.3M	\$0.3M	Auxiliary funds

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

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

(See Attachment LXXXII for background information, page 2093)

7. Resolution No. 2024-105, Ratification of Committee Appointment FY2024-25:

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

Finance Committee

Stephen D. Steinour, Chair
John W. Zeiger
Tomislav B. Mitevski
Juan Jose Perez
Amy Chronis



THE OHIO STATE UNIVERSITY

John J. Warner
Michael Papadakis

Action: Upon motion of Mr. Zeiger, seconded by Mr. Wexner, the Wexner Medical Center Board recommend the foregoing resolutions 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, Dr. Schwein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, President Carter, Dr. Zadnik, Mr. Papadakis and Dr. Warner. Mr. Steinour and Mr. Schottenstein were not in attendance during the vote.

EXECUTIVE SESSION

It was moved by Mr. Stockmeister and seconded by Mr. Wexner 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, Dr. Schwein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, President Carter, Dr. Zadnik, Mr. Papadakis and Dr. Warner. Mr. Steinour and Mr. Schottenstein were not in attendance during the vote.

The Wexner Medical Center Board entered into executive session at 1:27 p.m. The meeting adjourned at 4:31 p.m.

The Ohio State University Wexner Medical Center CEO Report

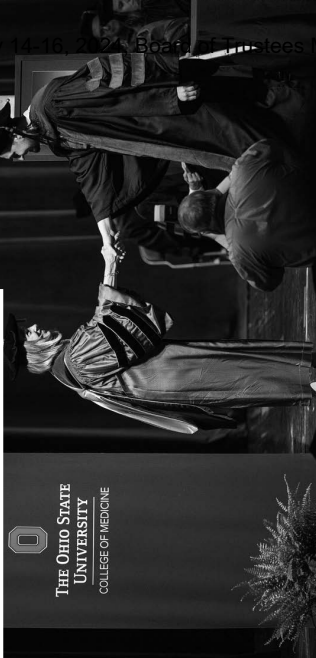
Presented By:
John J. Warner, MD

May 14, 2024



THE OHIO STATE
UNIVERSITY
WEXNER MEDICAL CENTER

College of Medicine Doctoral Convocation




THE OHIO STATE
UNIVERSITY
COLLEGE OF MEDICINE





2024 Match Day



2024



My Dream. My Decision.



My Dream. My Decision.



Interdisciplinary Health Sciences Center



Healthy Community Center Ribbon Cutting

May 14th, 2024 Board of Directors Meetings



Healthy Community Center Celebration



Outpatient Care Powell Groundbreaking



Hilliard and Upper Arlington Community Centers

Hilliard's The Well





OSUCCC – James Wexner Medical Center Board Presentation

May 14, 2024

David Cohn, MD, MBA

Interim Chief Executive Officer

James Cancer Hospital and Solove Research Institute

The James



Bone Marrow Transplant (BMT) Updates

- BMT has been a core treatment for patients with blood cancers, and with BMT significant progress and cure has been made in the treatment of these diseases
 - 2024 is the 40th anniversary of our program. To date, we have completed more than 6,500 transplants.
 - In the first 33 years of our program, we completed 5,000 transplants, or about 150 per year. In the last six years, we have performed about 250 transplants per year, a 40% increase
- Increasing volumes as utilization of immune-based cellular therapy (CAR-T) has expanded
- Traditional BMT/CAR-T treatment includes a 2-week hospitalization
- The journey towards development and execution of an outpatient BMT/CAR-T program over the last year, enabling transplant patients to receive infusion and recovery in the outpatient setting, out of the hospital
- The fully expanded outpatient clinic and strategy will open July 2024
- Requires support from a holistic and specialized clinical team (social work, housing, nutrition, rehabilitation and others) to achieve high-quality care
- OSUCCC-James will be the first in Central Ohio to offer this service

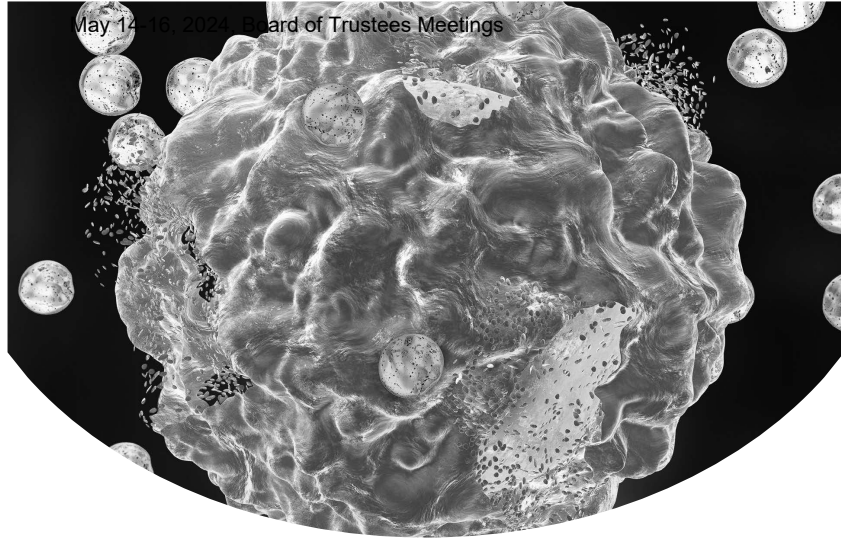
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New Immunotherapy Side Effect Management Clinic

- Immunotherapy is the 'next frontier' advancement in cancer care, requiring a balance between the immune system's fighting cancer with its propensity to fight with ourselves (like an autoimmune disease)
- 40% of all people treated with immunotherapy will develop an immune-related toxicity
- The immunotherapy side effect management clinic is led by rheumatologist Alexa Meara, MD, and focuses on supporting patients with immune-related toxicity to treat toxicities and often allows patients to continue these effective therapies

The James



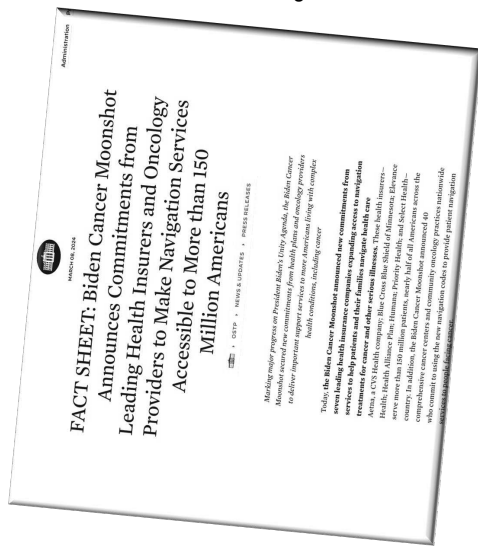
Veris Patient Monitoring

- Medical care has moved from the hospital to the home, requiring increased connection with those in our care
- The James has engaged with Veris Health to pilot a new at-home cancer remote patient monitoring (RPM) system
- Utilizes the Veris Cancer Care Platform/connected devices
- RPM enhances personalized cancer care through:
 - Earlier detection of signals of side effects
 - Reduced unplanned hospital admissions
 - Increased provider and patient satisfaction
- First step in expanding the “cancer at home” portfolio



Patient Navigation

- For more than two decades the OSUCCC –James has been a leader in patient navigation with the leadership of Electra Paskett, PhD
- Cancer navigation leads to better outcomes and better quality of life
- The President’s 2024 State of the Union address called for expansion of navigation services to >150 million Americans
- The OSUCCC—James is one of the 40 leading cancer institutions committing to cancer patient navigation to:
 - Provide navigation and the associated expense
 - Track associated outcomes
 - Support the Oncology Navigation Standards of Professional Practice
- Many insurance companies have committed to cover navigation



The James is Among First in the United States to Perform Surgery Using Next-Generation Robotic System

- Robotic surgery is a minimally invasive surgery that allows patients a shorter hospital stay and a quicker recovery time
- Ohio State has been a national leader in cancer robotic surgery for nearly two decades
- OSUWMC played a vital role in the clinical trial looking at the feasibility and efficacy of the daVinci 5 robotic system that started in December 2022
- Robert Merritt, MD, director of thoracic surgery at The James, led the study that culminated in FDA clearance in March 2024
- OSUWMC is one of only 10 institutions in the US (and the only in the Midwest) to currently have a daVinci 5 robot, performing one of the first cases in the world in mid-April



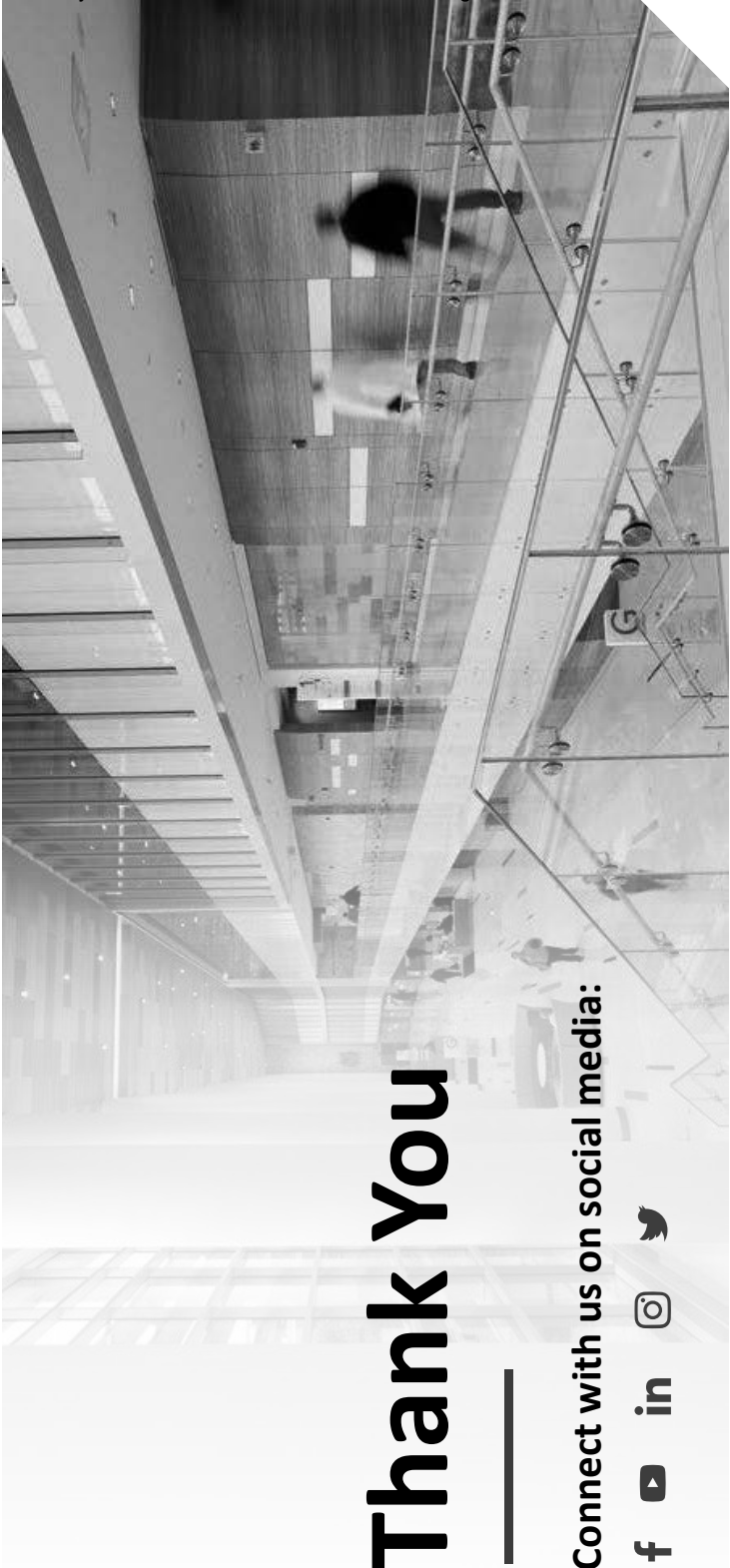
The James



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The James

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COMPREHENSIVE CANCER CENTER

cancer.osu.edu



**Wexner Medical Center Board
Financial Report
Public Session**
May14, 2024



March Financial Results

The Ohio State University Health System

Consolidated Statement of Operations

For the YTD ended: March 31, 2024

(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	3,291,631	3,229,326	62,305	1.9%	2,947,475	11.7%
Operating Expenses						
Salaries and Benefits	1,390,311	1,383,494	(6,817)	-0.5%	1,283,507	-8.3%
Resident/Purchased Physician Services	165,205	163,856	(1,349)	-0.8%	146,346	-12.9%
Supplies/Pharmaceuticals/Other	1,264,591	1,231,064	(33,527)	-2.7%	1,109,185	-14.0%
Depreciation	179,426	181,526	2,100	1.2%	166,368	-7.8%
Interest	31,653	31,653	-	0.0%	33,564	5.7%
Total Expense	3,031,186	2,991,593	(39,593)	-1.3%	2,738,970	-10.7%
Gain (Loss) from Operations (pre MCI)	260,445	237,733	22,712	9.6%	208,505	24.9%
Medical Center Investments	(187,771)	(180,271)	(7,500)	-4.2%	(173,112)	-8.5%
Income from Investments	42,837	20,208	22,629	112.0%	19,963	114.6%
Other Gains (Losses)	22,046	22,610	(564)	-2.5%	19,491	13.1%
Excess of Revenue over Expense	\$ 137,557	\$ 100,280	\$ 37,277	37.2%	\$ 74,847	83.8%
Non-Budgeted One-Time Recognitions	\$ 3,358	\$ -	\$ 3,358	0.0%	\$ 68,839	---
Margin with Non-Budgeted One-Time Recognitions	\$ 140,915	\$ 100,280	\$ 40,635	40.5%	\$ 143,686	-1.9%
Margin Percentage	4.3%	3.1%	1.2%	37.9%	4.9%	-0.6%
EBIDA	\$ 351,994	\$ 313,459	\$ 38,535	12.3%	\$ 343,618	2.4%
EBIDA Margin Percentage	10.7%	9.7%	1.0%	10.2%	11.7%	-1.0%

The Ohio State University Wexner Medical Center

Combined Statement of Operations

For the YTD ended: March 31, 2024

(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	4,438,454	4,361,139	77,315	1.8%	3,986,853	11.3%
Operating Expenses						
Salaries and Benefits	2,446,713	2,439,325	(7,388)	-0.3%	2,241,427	-9.2%
Resident/Purchased Physician Services	165,205	163,856	(1,349)	-0.8%	146,346	-12.9%
Supplies/Pharmaceuticals/Other	1,539,383	1,484,262	(55,121)	-3.7%	1,349,477	-14.1%
Depreciation	192,664	197,615	4,952	2.5%	181,187	-6.3%
Interest	31,813	31,794	(19)	-0.1%	33,720	5.7%
Total Expense	4,375,778	4,316,852	(58,926)	-1.4%	3,952,157	-10.7%
Gain (Loss) from Operations	62,676	44,287	18,389	41.5%	34,696	80.6%
Income from Investments	50,572	26,328	24,244	92.1%	22,685	122.9%
Other Gains (Losses)	19,496	20,622	(1,126)	-5.5%	13,315	46.4%
Excess of Revenue over Expense	\$ 132,745	\$ 91,238	\$ 41,507	45.5%	\$ 70,696	87.8%
Non-Budgeted One-Time Recognitions	\$ 3,358	\$ -	\$ 3,358	0.0%	\$ 68,839	---
Margin with Non-Budgeted One-Time Recognitions	\$ 136,103	\$ 91,238	\$ 44,865	49.2%	\$ 139,535	-2.5%
Margin Percentage	3.1%	2.1%	1.0%	46.6%	3.5%	-0.4%
EBIDA	\$ 360,579	\$ 320,647	\$ 39,931	12.5%	\$ 354,442	1.7%
EBIDA Margin Percentage	8.1%	7.4%	0.7%	10.5%	8.9%	-0.8%

* 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: March 31, 2024

(in thousands)

	Mar 2024	June 2023	FY24-FY23 Change
Cash	\$ 1,319,555	\$ 1,392,047	\$ (72,492)
Net Patient Receivables	755,961	624,951	131,010
Other Current Assets	229,876	206,304	23,571
Assets Limited as to Use	973,180	988,171	(14,991)
Property, Plant & Equipment - Net	3,614,894	3,306,934	307,959
Other Assets	629,881	611,151	18,729
Total Assets	\$ 7,523,347	\$ 7,129,558	\$ 393,788
Current Liabilities	\$ 467,064	\$ 449,016	\$ 18,049
Other Liabilities	365,220	364,681	539
Total Debt	1,458,915	1,219,817	239,098
Net Assets	5,232,148	5,096,045	136,103
Liabilities and Net Assets	\$ 7,523,347	\$ 7,129,558	\$ 393,788
Days Cash on Hand	143.3	163.2	(19.9)
Net Days in Accounts Receivable	58.2	51.9	(6.3)
Debt to Capital	21.8%	19.3%	-2.5%

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

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**Wexner Medical Center Board
FY2025 Budget Update
Public Session**
May14, 2024

The Ohio State University Wexner Medical Center
Combined Income Statement
For the Years Ended June 30

	Actual 2023	Forecast 2024	Budget 2025	% Change
OPERATING STATEMENT (in millions)				
Total Revenue	\$ 5,436	\$ 5,897	\$ 6,363	7.9%
Operating Expenses				
Salaries and Benefits	3,004	3,241	3,456	6.6%
Resident / Purchased Physician Services	200	228	262	14.8%
Supplies / Pharmaceuticals / Other	1,758	1,930	2,114	9.5%
Depreciation	228	246	257	4.7%
Interest	61	50	59	17.7%
Total Expense	5,251	5,696	6,149	7.9%
Gain (Loss) from Operations	\$ 185	\$ 201	\$ 214	6.5%
Excess of Revenue over Expense	\$ 185	\$ 201	\$ 214	6.5%
Non-Budgeted One-Time Recognitions	\$ 112	\$ 46	-	0.0%
Margin with Non-Budgeted One-Time Recognitions	\$ 297	\$ 247	\$ 214	-13.2%
EBIDA	\$ 586	\$ 543	\$ 531	-2.2%
Financial Metrics				
Integrated Margin Percentage	5.5%	4.2%	3.4%	-0.8%
EBIDA Margin Percentage	10.8%	9.2%	8.3%	-0.9%

The Ohio State University Wexner Medical Center
Combined Income Statement
For the Years Ended June 30

(In millions)	Actual 2023	Forecast 2024	Budget 2025	% Change
Health System				
Revenues	\$ 4,023	\$ 4,366	\$ 4,711	7.9%
Expenses	3,722	4,110	4,489	9.2%
Net	302	256	221	-13.4%
OSUP				
Revenues	\$ 845	\$ 927	\$ 1,033	11.4%
Expenses	863	927	1,033	11.4%
Net	(18)	-	-	-
COM/OHS				
Revenues	\$ 568	\$ 603	\$ 619	2.6%
Expenses	555	613	626	2.2%
Net	13	(9)	(7)	-20.2%
Total Medical Center				
Revenues	\$ 5,436	\$ 5,897	\$ 6,363	7.9%
Expenses	5,140	5,650	6,149	8.8%
Net	297	247	214	-13.2%



Thank You

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ATTACHMENT LXXXII

Project Data Sheet for Board of Trustees Approval

JOC - Nuc Med Expansion

OSU-230732 (REQ #IMG230013)

Project Location: The James Outpatient Care (1043)

- Approval Requested and Amount**

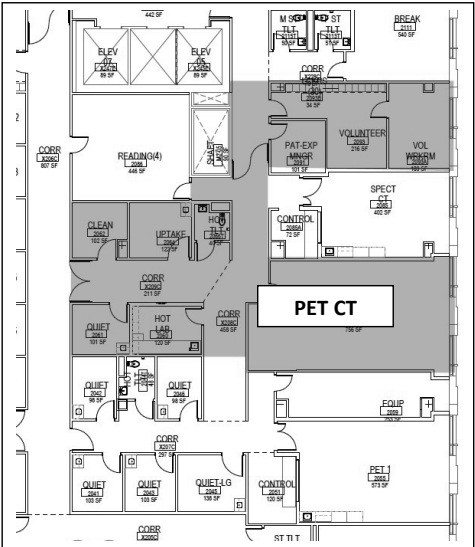
Professional services	\$0.3M
Total requested	\$0.3M
- Project Budget**

Professional services	\$0.3M
Construction w/contingency	\$4.7M
Total project budget	\$5.0M
- Project Funding**

Auxiliary Funds
- Project Schedule**

BoT professional services approval	05/24
Design	08/24 – 01/25
BoT construction approval	08/24
Construction	02/25– 11/25
Facility opening	12/25
- Project Delivery Method**

General Contracting
- Planning Framework**
 - This project is included in the FY 2024 Capital Investment Plan.
 - The project is a part of the planned growth and buildout of the James Outpatient Care Facility.
- Project Scope**
 - The project includes the purchase and installation of a second PET CT machine in the Nuclear Medicine Department on the second floor of the James Outpatient Care building to accommodate the additional patient volume.
 - The project will also build four additional support rooms.
- Approval Requested**
 - Approval is requested to enter into professional services.



- project team**

University project manager: Dollyery, Mitchell
AE/design architect: TBD
CM at Risk or Design Builder: TBD