OHIO STATE’S STRATEGIC PLAN

TIME AND CHANGE
Enable, Empower and Inspire

To make the next bold leap in Ohio State’s land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

WEXNER MEDICAL CENTER

To be a leading academic medical center that drives breakthrough healthcare solutions to improve people’s lives

Characteristics of Leading Academic Medical Centers

- High-impact basic and translational research
- Excellence in teaching and learning
- Highest quality, patient-centered care
- Significant community impact
- Highly accessible
- Distinctive programs
- Best talent
- Innovative, inquisitive culture
- World-class facilities
- Operational excellence and resource stewardship

Impact of the Strategic Plan

Number of ranked specialties by U.S. News & World Report in 2018

- 10
- 500
- 300
- 52%
- and
- 24%
- $25M
- $18M
- and
- $10M

Key Actions

- Talent and Culture
  - Creation of a new faculty compensation plan
  - Advancing recruitment and retention efforts, including improved hiring process, hiring of key leadership positions and a focus on diversity
  - Development of a comprehensive faculty and staff engagement plan
- Research and Education
  - A new research strategic plan centered on interdisciplinary team science
  - Strengthen new areas and create centers
  - Provide new faculty support mechanisms
  - A new interdisciplinary health science education curriculum
- Innovative Care Delivery Models
  - Designated an Accountable Care Organization (ACO)
  - Participated in bundled payments for care improvement
  - Focused on the health of the community through Annual Community Health Days
  - Developed new hospice and durable medical equipment services
- Access and Quality
  - Ohio State University East Hospital achieved Level III Trauma Status
  - Expanding virtual health to new regional locations and consumers
  - Expansion of online patient appointment scheduling
  - CMS five-star quality rating
- Scale and Network
  - Formed the Healthy State Alliance with Bon Secours Mercy Health
  - Referral management and community provider engagement
  - Enhancing the Ohio State Health Network
  - Expanding access to tertiary care
- Facilities
  - Design and programming for the future ambulatory care sites, research building, health science center and inpatient tower
  - Partnership with Nationwide Children’s Hospital to open the first Proton Therapy Facility in the region

Outcomes

- Total Research Awards in Millions
  - FY14: $202.4
  - FY15: $197.7
  - FY16: $225.4
  - FY17: $232.7
  - FY18: $209.2

- Ohio State’s Patient Satisfaction HCAHPS Overall
  - Using a number from 0 to 10, what number would you use to rate this hospital?
  - 72.8%
  - 79.2%
  - 74.9%
  - 79.9%
  - 77.9%

Programmatic focus areas:

- Cancer: William Farrar, MD, Raphael Pollock, MD, PhD
- Critical Care: Steven Steinberg, MD
- Diabetes: Matthew Ringel, MD
- Digestive Diseases: Darwin Conwell, MD, Benjamin Pouloude, MD
- Heart: Tom Ryan, MD
- Neuro: Russell Lonser, MD, Benjamin Segal, MD
- Musculoskeletal: Andrew Glassman, MD
- Transplant: W. Kenneth Washburn, MD

Future Actions

- Recruitment and retention of leading scientists, teams, faculty and staff
- Building a sustainable culture that allows our diverse and talented faculty and staff to thrive
- Programming and construction of:
  - Interdisciplinary health science education center and research building
  - Comprehensive ambulatory sites in the next three years
  - Future inpatient tower
- Continued partnership with Mercy Health to positively impact the health of Ohio and our larger community
- New means to serve the most vulnerable, such as the Mobile Health Unit
- Continued focus on improving our effectiveness and operations
- Continued development of innovative care delivery models
- Launch of the development campaign to advance Ohio State Wexner Medical Center’s strategic plan

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