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

**WEXNER MEDICAL CENTER**

**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.**

**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**
- **10** Number of ranked specialties by U.S. News & World Report in 2018
- **500** Heart transplants performed
- **300** Providers recognized in the top 10 percent of providers in patient satisfaction nationally
- **52% and 24%** In-coming College of Medicine class are women and under-represented minorities
- **$25M** NIH award for Clinical and Translational Science
- **$18M and $10M** Transformative gifts, including the Bob and Corrine Frick Center for Heart Failure and Arrhythmia, and the Belford Family Charitable Fund for spinal cord research

**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
- **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: $197.1
  - FY16: $232.7
  - FY17: $309.8
  - FY18: $225.4

**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

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

**Ohio State’s Patient Satisfaction HCAHPS Overall**
Using a number from 0 to 10, what number would you use to rate this hospital?

- CMS five-star quality rating
- **75.8%, 76.2%, 76.9%, 79.3%, 77.8%**

**Percentage reflects Inpatient HCAHPS Overall Rating Percentile and Score**

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**Excellence in teaching and learning**

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**Highly accessible**

**Distinctive programs**

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**Innovative, inquisitive culture**

**World-class facilities**

**Operational excellence and resource stewardship**

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THE OHIO STATE UNIVERSITY
STRATEGIC GOALS

Ohio State is building upon our recognition as a leading flagship public research university. The university’s strategic plan, “Time and Change: Enable, Empower and Inspire,” has five areas of focus.

1. Teaching and Learning
   Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

2. Access, Affordability and Excellence
   Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.

3. Research and Creative Expression
   Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.

4. Academic Health Care
   The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough healthcare solutions and improving people’s lives.

5. Operational Excellence and Resource Stewardship
   Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.