



Ohio State University Medical Center Annual Report / Fiscal Year 2006

Creating the Future of Medicine  
to Improve People's Lives



All across our campus this past year, life-changing advancements were made in research, in education and in patient care. As we've become one organization, our individual strengths have come together to complement and enhance each other, in order to achieve a common goal – improving people's lives.



Together,  
across our mission areas  
we are creating the future of medicine . . .

. . . in Cancer Care  
. . . in Critical Care  
. . . in Heart Care  
. . . in Imaging  
. . . in Neurosciences  
. . . and in Transplantation.

Here are a few of our stories . . .



University HealthSystem Consortium has named OSU Medical Center one of America's five "Top Performer" academic medical centers. The Leapfrog Group placed us on its first list of Top Hospitals for quality and safety. *U.S. News & World Report* again ranked our College of Medicine and hospitals among the best. By all measures, FY 2006 was an outstanding year in each of our mission areas.

**In Research**, Ohio State led the nation for the third consecutive year in the number of faculty named Fellows in the American Association for the Advancement of Science, 11 of whom were from Health Sciences colleges and research institutes. External research funding continued to grow, with total awards exceeding \$175 million and National Institutes of Health grants topping \$100 million, exceeding our expectations for the ninth consecutive year.

**In Education**, our College of Medicine moved up from 37th to 32nd in the 2006-2007 *U.S. News & World Report* rankings of the nation's top medical schools, the largest one-year and five-year gain of any U.S. school. Average GPA and MCAT scores for our entering class were the highest ever and our acceptance rate dipped below nine percent for the first time as applications to our school surged.

**In Patient Care**, the most recent list of "Best Doctors in America" included 173 OSU Medical Center physicians, more than twice as many as any other health system in central Ohio. Our hospitals led the region with a combined nine specialties on the 2006 *U.S. News & World Report* list of "America's Best Hospitals." This was the 14th consecutive year OSU Medical Center hospitals were named to the list. In addition, the Health System generated more than \$1.2 billion in operating revenue and \$78 million in operating income in Fiscal Year 2006, a new record.

These successes are the direct result of our focus on growth, leverage and change, which began five years ago with the goal of propelling OSU Medical Center into the top quartile, and ultimately the top tier, of academic medical centers in the country. During the past year, we made even more strides in this direction as we completed our Strategic Plan, identified six Signature Programs for future growth and distinction, and gained University Board of Trustees approval on our 15-year collaborative Medical Center and Health Sciences colleges Master Space Plan. Task forces were also formed to focus on building a high-performance culture and workplace of choice, and to assure that we will have the long-term technological and financial support to accomplish our goals.

Our success rests in our people - the faculty and staff we attract and those we keep - in all of our mission areas. It also rests in the quality of the interactions they have with each other and with those who come to us for our expertise.

This annual report is a collection of stories about exceptional people - our patients, staff, researchers, students and physicians. These stories represent only a fraction of the life-changing work that takes place in OSU Medical Center hospitals, classrooms, labs and offices every minute of every day.

We welcome your discussion and feedback on this report, and invite you to witness all of the extraordinary people and advances at OSU Medical Center by visiting [www.medicalcenter.osu.edu](http://www.medicalcenter.osu.edu).

**Fred Sanfilippo, MD, PhD**

Senior VP & Executive Dean  
for Health Sciences  
Chief Executive Officer,  
Ohio State University Medical Center

**E. Christopher Ellison, MD**

Associate VP for  
Health Sciences Clinical Affairs  
Vice Dean for Clinical Affairs,  
College of Medicine  
Chair, OSU Physicians, Inc.

**Wiley W. "Chip"  
Souba, Jr., MD, ScD**

Dean, College of Medicine

**Peter Geier**

Senior Associate VP for Health Sciences  
Chief Operating Officer,  
Ohio State University Medical Center  
VP for Health Services  
Chief Executive Officer, OSU Health System

# Creating the Future of Medicine

## Maria Durant **was busy living her life.**

With a happy, three-year-old son, a supportive husband and a high-profile job as a television news reporter, Maria was actively planning to have a second child. A pre-pregnancy, baseline mammogram gave the young family a shock - Maria had breast cancer. In her case, there was no family history and no symptoms. Fortunately, the cancer was discovered at an early stage. Of course, Maria still worried about her treatment options. "I've done stories about people with cancer. I've seen what chemo does...it sucks the life out of people. All I kept thinking was 'I can't be off my feet for 12 weeks!'"

Maria sat down with Charles Shapiro, MD, and they had a lengthy discussion. "Dr. Shapiro told me, 'Let's not have this cancer rule your life. What are your goals?' Well, I wanted another child." When her doctor recommended the Oncotype DX™ analysis to determine her risk for breast-cancer recurrence, Maria proceeded with the test. Receiving the results brought mixed feelings. "When I first heard I was low-risk, I was relieved, but I also thought, 'Are you sure?' But Dr. Shapiro sat down with me and showed me the numbers and statistics. In my case, chemo was not going to help."

Today, Maria's prognosis is excellent. She'll most likely remain on tamoxifen for five years and continue to seek complementary therapies at the Ohio State's Center for Integrative Medicine, in order to keep the rest of her body healthy...and resume planning for that second child.

## Cancer - Oncotype DX



Traditionally, a diagnosis of breast cancer meant chemotherapy -an often-debilitating treatment whose side effects can create a host of additional problems, including hair loss, fatigue and infertility. An exciting, new advance involves the ability to determine which breast-cancer patients may or may not be likely to benefit from chemotherapy, rather than giving chemotherapy to all of them. And patients at Ohio State University Medical Center are benefiting from it.

The Oncotype DX™ is a genetic test for predicting the likelihood of breast-cancer recurrence and response to chemotherapy treatment. It is only for women whose tumors are estrogen-receptor-positive, axillary-node-negative and treated with tamoxifen. Sixteen different genes are measured in a sample of breast-cancer tissue. The results are used to determine prognosis. Women at high risk for recurrence will benefit from chemotherapy in

# in Cancer Care



Maria Durant

addition to tamoxifen, while women at low risk will not benefit from chemotherapy and are treated with tamoxifen alone.

Ohio State's Arthur G. James Cancer Hospital and Richard J. Solove Research Institute is one of just 50 test sites in the country performing the Oncotype DX™ testing as part of an inter-group clinical trial called the Program for the Assessment of Clinical Cancer Tests (PACCT).

According to **Dr. Charles Shapiro, MD** associate professor of internal medicine and director of breast medical oncology at the James, "The more we can target therapies to the individual characteristics of the tumor cells, the more effective our therapies will be. Ideally, we want to match the 'individualized' characteristics of tumors with those of the patient to provide fine-tuned, highly personalized cancer care."

# Creating the Future of Medicine

## Emphysema is one tough disease.

Some days **Sandra Lecraft** would become exhausted doing the simplest of tasks. A former smoker, the Coshocton, Ohio, resident had quit smoking more than a decade earlier, but a 1996 diagnosis of emphysema confirmed that the damage had already been done. Over the years, Sandra's mobility and endurance became severely compromised. She had limited success with a series of aids and treatments, including supplemental oxygen and nebulizer therapy. And soon, walking was also out of the question, so Sandra began using a motorized scooter to get around.

Back then, a typical day for Sandra meant relying on help from others. "I would get up and my husband would help me get a shower. It was exhausting. I would try to help with breakfast but he always had to do it. We have a pool...and I had to give up swimming. [Finally,] my doctor here in town suggested I go to Dr. Diaz at Ohio State."

After preliminary testing to confirm her candidacy for the surgery, along with a nine-week rehabilitation program designed to get her body strong enough for the operation, Sandra had the Lung Volume Reduction Surgery. "I felt immediate relief," she recalls. "Now the quality of my life is wonderful. I can do anything I want to now." She laughs as she adds, "In fact, I was out pulling weeds when you called."

## Critical Care – Lung Volume Reduction



Emphysema is a chronic lung condition in which alveoli, or air sacs, may be destroyed, collapsed, over-inflated or otherwise damaged. This damage results in permanent "holes" in the lung tissue. People living with emphysema often experience shortness of breath, coughing, fatigue, heart problems, depression and other debilitating conditions. In the past, the future for central Ohio's emphysema patients included supplemental oxygen, inhalers and a life with very limited mobility.

That is, until doctors at Ohio State University Medical Center developed the Lung Volume Reduction Surgery program. Recently, this program was awarded a two-year certification of distinction by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the nation's predominant standards-setting and accrediting body in health care. Ohio State is the first healthcare organization in the country to earn this recognition.

# in Critical Care

Sandra Lecraft

**Patrick Ross, MD**, director of the General Thoracic Surgery program, and **Philip Diaz, MD**, a pulmonary specialist, have been instrumental in developing the program, which began in 1995. Ohio State was one of just 18 healthcare institutions nationwide chosen to participate in clinical trials testing the effectiveness of the procedure.

During Lung Volume Reduction Surgery, diseased portions of the lung are removed to allow the remaining, healthy portions to expand freely in the chest cavity. The procedure consists of surgically removing 25 percent to 30 percent of the most damaged sections of each lung, and can provide an improved quality of life to many patients with the irreversible disease.

# Creating the Future of Medicine

## Ohio State is at the heart of one of medicine's most amazing achievements.

Ohio State University Medical Center took its leadership position in heart surgery one step further this year as one of only a handful of U.S. hospitals certified to implant a leading-edge Total Artificial Heart®. **Benjamin Sun, MD**, director of cardiothoracic surgery attributes the standing to several advantages, including his related experience acquired first-hand while working on a National Institutes of Health-funded artificial heart project at the Penn State Milton S. Hershey Medical Center in Hershey, Penn.

Dr. Sun also speaks passionately about the dedication and expertise of his team. "This is by no means a one-person operation. It's a team...with an infrastructure in place. [At Ohio State] over the last couple of years, we've

developed a robust circulatory support program that has gained international notoriety."

While Dr. Sun is energized by his team's accomplishments of the last year, including the implantation of the Total Artificial Heart® into a patient awaiting a human transplant, he remains realistic about what he refers to as "fabulous technology." "The Total Artificial Heart® is not the be all and end all. It's one more step in the evolution of what we do in our field. When it comes to mechanical circulatory support, we're on a path that's exciting. It's something I believe in and our team believes in it. The potential for growth is enormous. And Ohio State is rising as one of the major players in this field."

### Heart - Artificial Heart

The future of medicine is all about second chances. And a landmark achievement at Ohio State University Medical Center resulted in a second chance for at least one local heart patient. Last May, for the first time in central Ohio, a CardioWest Total Artificial Heart® (TAH-t), a federally approved, temporary artificial heart for patients awaiting a heart transplant, was implanted into a 58-year-old man.

The surgical team was led by Dr. Benjamin Sun, with his colleague, Sai Sudhakar, MD, assistant professor of cardiothoracic surgery at Ohio State, who led the patient's overall care.

Ohio State is one of just four hospitals in the United States, and seven others worldwide, currently certified to implant this lifesaving device. "We're fortunate to be in the early group selected to do this as part of the initial rollout of the

artificial heart," Sun says. "We are able to use the device to make a poor candidate for cardiac transplantation into a good candidate."

The CardioWest TAH-t® is a modern, more viable version of the Jarvik-7® artificial heart of the 80s and is described as "a pneumatic, biventricular, implantable bridge-to-transplant system" for full cardiac replacement. The implant takes the place of the failing heart in patients at imminent risk of death. And, in many cases, the machine gives patients the chance to become healthy enough for transplant surgery in the future. The TAH-t,® like Ohio State's other innovative treatment options, is truly changing the face of medicine.

# in Heart Care



Benjamin Sun, MD

# Creating the Future of Medicine

## Where academia and industry converge, incredible things happen.

According to **Michael Knopp, MD, PhD**, chair of Ohio State's Department of Radiology and Novartis Pharmaceuticals Corporation Chair for Imaging Research, the story of the Wright Center of Innovation in Biomedical Imaging is as much about the partnership of academia and industry as it is about the advancement of imaging technology. When these two entities are brought together, great strides are made, he says. New companies will form as a result of the collaborative discoveries; out-of-state and international companies will be attracted to the area; and, new products for the global market will be developed by working with Ohio's commercial partners.

This is precisely what happened when academia and industry merged at the Wright Center. Dr. Knopp explains, "We had previous experience with high-field MR (magnetic resonance)

and Philips Medical Systems had the background in MR manufacturing. Together, we created a new generation of MR in record time. It's now operational and on the global market.

"The Wright Center is really an innovation center. It's a great recruitment tool, and it allows access to the newest technologies we're developing with our commercial partners. The interest of other research institutions and industry to work with us has been substantially elevated."

The Medical Center's mission is improving lives, and the impetus behind the Wright Center is no exception. Adds Dr. Knopp, "Our interest is to use these devices to better understand diseases to bring functional and molecular readouts together for the characterization of ailments in a non-invasive way."

### Imaging – Wright Center

Just three short years ago, The Wright Center of Innovation in Biomedical Imaging was merely a dream when Dr. Michael Knopp received one of the largest research awards ever granted an Ohio State University researcher. Dr. Knopp received a \$9.1 million Third Frontier Grant from Governor Bob Taft and an \$8 million Biomedical Research and Technology Transfer (BRTT) award, both designed to elevate the state's medical imaging expertise to new heights.

That investment paid off this past year with the opening of a visionary imaging center. The Wright Center houses both 3-Tesla and 7-Tesla magnetic resonance imaging (MRI) scanners, among the most powerful devices with human-imaging capabilities. (The gravitational pull of the 7-Tesla is estimated to be 140,000 times that of Earth.) These scanners allow for rapid imaging and very high resolutions, providing faster, better studies with new insight into molecular and functional processes.

While the 3-Tesla MRI rests on a bed of reinforced concrete, the 70,000 pound 7-Tesla magnet needed a more delicate touch. It was discovered that external disturbances, such as nearby railroad traffic, could negatively affect this sensitive equipment. An international search was conducted to find a company capable of securing the magnet, and one was found in nearby Dublin, Ohio. Kinetics Noise Control was able to construct a system where the magnet floats on columns of air forced into concrete pillars. Simply put, the whole facility is on a giant, vibration-free airbag system.

The Wright Center would not have happened without the collaborative efforts of Case Western Reserve University, Philips Medical Systems, the Ohio Supercomputer Center and Rexon Components, Inc. This organization of a powerful, extensive imaging and bioinformatics infrastructure has integrated the state's scientific community into a virtual think tank for future research and development.

in Imaging



Michael Knopp, MD, PhD

# Creating the Future of Medicine

## Ohio State's new neurosciences leader made an impact quickly.

When **E. Antonio Chiocca, MD, PhD**, chair of Neurological Surgery, arrived on campus, his reputation as a nationally recognized researcher in the use of gene therapies preceded him. Just two years later, the professor and chair of Oncological Neurosurgery and director of Ohio State's Dardinger Center for Neuro-oncology has exceeded expectations.

"Dr. Chiocca is one of the few people today capable of caring for patients, performing high-quality translational research and holding an administrative position," says Christopher Ellison, MD, chair of the Department of Surgery and associate vice president and vice dean for clinical affairs.

Dr. Chiocca was recruited to Ohio State in 2004 from Massachusetts General Hospital and Harvard Medical School.

In the late 1990's, a student of Chiocca's discovered that a virus killed brain tumors more effectively when the test animals were first given a drug. Chiocca then set out to learn why.

Talking about the recent study involving an anti-cancer virus and the use of cyclophosphamide (see below), the doctor explains, "Over the past decade, cancer-killing viruses have been tested in people as a treatment for cancers of the pancreas and lung, as well as brain tumors, and the viruses have proven to be fairly safe...our findings suggest that we can use this drug to limit the action of these early responding immune cells, giving the virus time to grow and destroy the tumor. (The findings) also suggest that the drug may allow us to temporarily inhibit just this early immune response, making it unnecessary to totally suppress the immune system when using this treatment."

### Neurosciences - Virus treatment for brain tumors

Researchers at Ohio State's Comprehensive Cancer Center have discovered how a specific chemotherapy drug helps a virus kill cancer cells in incurable brain tumors. The process begins with a modified herpes simplex virus injected directly into the tumor, where it enters only the cancer cells and kills them.

The study, which was supported by National Cancer Institute funding and conducted by lead investigator Dr. E. Antonio Chiocca, along with the Dardinger Laboratory for Neuro-Oncology and Neurosciences' Kazuhiko Kurozumi, MD, PhD; postdoctoral researcher Jianhua Yu, research associate; and Balveen Kaur, PhD, assistant professor, found that within hours of the injection, infection-fighting immune cells are drawn into the tumor to attack the virus, reducing the treatment's effectiveness.

The researchers, however, also discovered that a chemotherapeutic drug called cyclophosphamide briefly weakens those immune cells, giving the anti-cancer virus an opportunity to spread more completely through the tumor and kill more cancer cells. Specifically, the drug slows the activity of immune cells called natural killer (NK) cells and macrophages, which are the body's first line of defense against infections.

While the virus and drug cannot yet be used in humans because they require further study and testing for safety and effectiveness through the clinical trials process, this development shows huge promise for patients in the not-so-distant future.

# in Neurosciences



E. Antonio Chiocca, MD, PhD

# Creating the Future of Medicine

## “You’re not a match.”

Those are some of the most dreaded words the family of a transplant patient can hear. Imagine having a loved one in critical need of an organ transplant, but even as a willing donor, you learn you’re not a match. Now, an amazing process called Paired Kidney Exchange allows two people who need kidney transplants and have willing but incompatible donors to exchange donor organs.

In the first-ever tandem transplant operation at Ohio State, Ryan Funkhouser, who was not a compatible match for his mom, donated his kidney to DeWayne Cage. At the same time, Ryan’s mother, Jill, received a kidney from DeWayne’s wife, Cathy, who had originally planned to donate to her husband, but couldn’t due to an incompatible blood type.

Paired kidney exchanges can offer advantages to people waiting for donor kidneys, according to Ronald Pelletier, MD,

associate professor of surgery at Ohio State’s Transplant Center. “The success rate between recipients and live donor transplants is much better than when using organs from deceased donors, and pairing up eligible and willing donors with compatible recipients is an efficient use of resources.”

The day of surgery, the donors went in to surgery first, followed by the recipients. A successful kidney exchange was completed. More than a year later, all four participants are doing well. Cathy perhaps said it best when asked about the coming together of these two non-related families to save two, lives: “It was just pure serendipity. This whole thing has given me chills...it’s not just our family - it’s the four of us now...”

## Transplantation – Paired Kidney

### *When it comes to organ transplantation, it really does take a village.*

According to transplant surgeon **Ronald Ferguson, MD, PhD**, “Eighty percent of transplants are done in academic centers because the surgeries require an organized multidisciplinary approach.” Ohio State University Medical Center took this assertion to heart and, in 2005, formed the Comprehensive Transplant Center, bringing clinicians and researchers from a variety of specialties together within one center. This collaboration among specialists benefits patients by increasing the potential for new discoveries that will improve patient care.

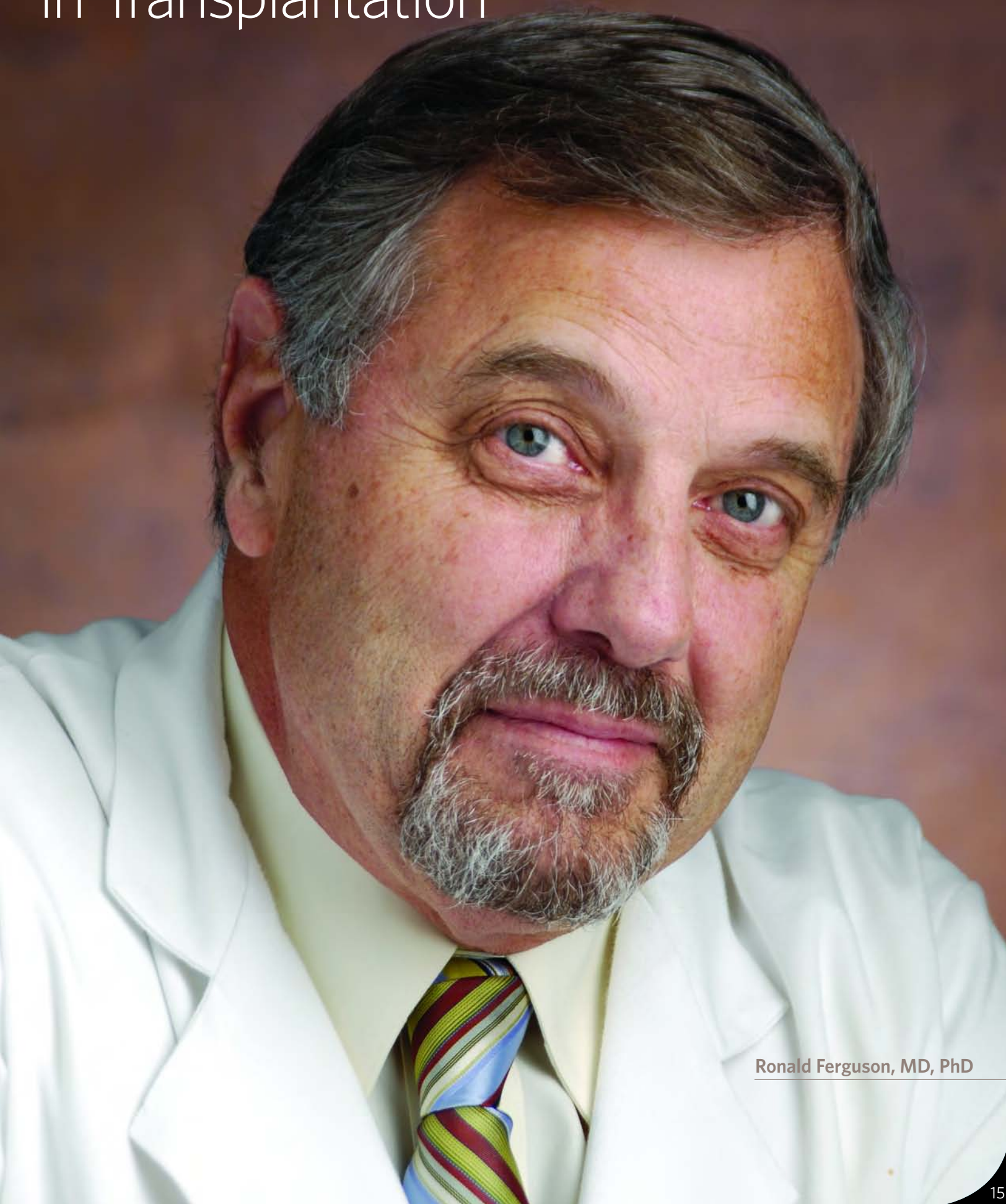
Ohio State’s Comprehensive Transplant Center performs leading-edge research and treatment for kidney, living donor

kidney, liver, pancreas, kidney-pancreas, heart, lung, bone marrow and other cellular transplant patients from around the world.

With kidney transplantation in particular, Ohio State has unparalleled expertise in central Ohio. Having performed its first kidney transplant in 1967, the Medical Center is now home to one of the top 10 largest kidney transplant programs in the country, with surgeons performing more than 250 kidney transplants each year.

In the early 1980s, research conducted at Ohio State helped revolutionize transplant surgery, making transplantation possible for a vast number of seriously ill patients. Now each year, more than 400 people receive the gift of life inside our doors.

# in Transplantation



Ronald Ferguson, MD, PhD

## Medical Students Create the Future

The creation of medicine's future doesn't rely solely on the research, development and application of treatments; at the core is also a focus on the education and training of future generations of healthcare providers.

That future is made even brighter by the above-and-beyond contributions of one fourth-year student at Ohio State's College of Medicine, **Jeff Pettey**, recipient of the 2006 Ohio State University Distinguished Diversity Enhancement Award. Jeff's initiative and hard work have impacted the lives of countless students. Inspired by, and in collaboration with, Muntaqima Furqan, associate director of the Office for Diversity and Cultural Affairs, Jeff created MD Camp, a summer experience for Black, Latino and Native American high school students to encourage careers in medicine.

According to Jeff, "Often young minority students do not consider careers as physicians. MD Camp addresses this challenge by exposing bright and motivated young people to a career path they may otherwise not have considered."

The successful MD Camp program has expanded to three weeks, and already numerous camp "graduates" are registered in pre-medical college programs, with the ultimate goal of attending medical school. Jeff's work has brought recognition and prestige to the College of Medicine, but the true measure of his accomplishment is the positive effect these programs are having on the participants.

"Hopefully MD Camp can become a part of a comprehensive and coordinated effort targeting K-12 initially, then working with undergraduates, and finally postgraduate students. Together these programs can increase numbers and improve preparedness among underrepresented groups." Jeff adds, "[MD Camp] is impacting lives on a very personal and individual level. This in turn allows these students to become leaders in their communities. These future leaders will then effect change and improve lives."

### Ride 4 World Health



### Cyclists Peddle World Health

*Ride For World Health (R4WH) is the brain-child of a group of Ohio State medical students, many with first-hand experience delivering healthcare in Africa and Asia. In spring 2006, riders pedaled from San Francisco to Washington, D.C. as they peddled a message of global health awareness.*

*While the ride was the vehicle to create a "national dialogue," health was the message. Talking to healthcare professionals, to medical, college and high school students and to general audiences, the group promoted good health both here and abroad during the ride.*





Jeff Pettey

# Health Science Degrees Prepare

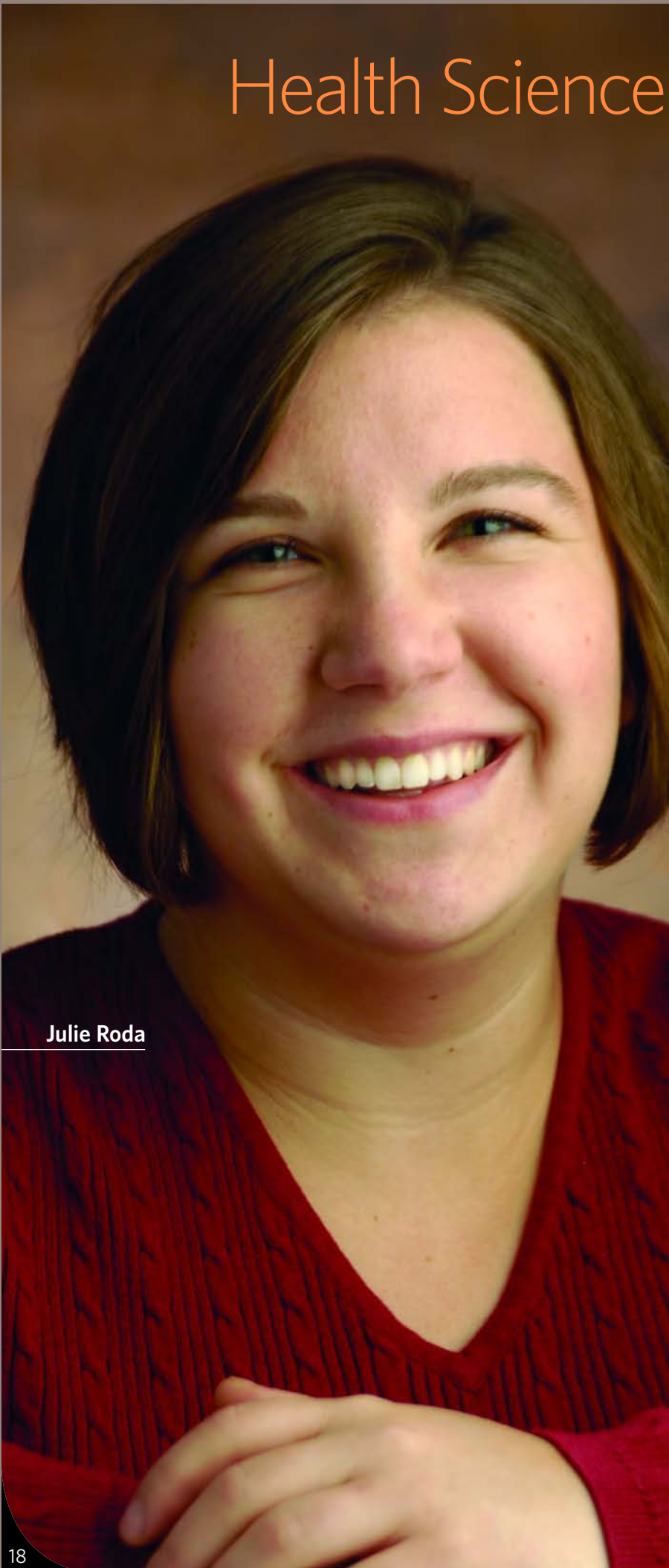
Two innovative new degree programs at Ohio State University College of Medicine are giving students the broad training they need to excel in diverse healthcare careers, from research to administration.

The first of these two programs is Biomedical Science and is based in OSU's School of Biomedical Science (SBS). Ohio State is one of only two medical schools in the country to offer biomedical science as an undergraduate major. It is designed for high-ability students eligible for Ohio State's honors program, and focuses on conducting medical research and studying disease.

For **Julie Roda**, a student in the SBS Integrated Biomedical Science Graduate Program (IBGP), the emphasis on translational research is one of the program's strengths. "The program is focused on not only developing competent researchers, but on developing researchers who are able to readily translate their findings into the clinic."

In Julie's team's breast cancer research, they have found that when an immune system hormone known as interleukin-12 (IL-12) is administered to patients along with the drug Herceptin, interesting things happen. The team observed a strong NK (natural killer) cell response in certain patients, who then have a better treatment outcome.

Adds Julie, "The question is: What makes some patients' NK cells able to be activated by this drug combination, while others do not respond? We hope one day to be able to predict which patients will respond to this form of therapy." She adds, "One of the benefits of the translational emphasis of the IBGP is that I am in the unusual position of having been able to see this area of research all the way from the bench into the clinic—and back."



**Julie Roda**

# Students for the Future

Health care is the fastest-growing industry in the United States. And the new Health Sciences program at the Ohio State University School of Allied Medical Professions (SAMP) is meeting the challenge by training the nation's future healthcare providers—and changing the face of medicine, one student at a time.

The Health Sciences program is built on a strong science and liberal arts foundation. According to Program Manager and Adjunct Instructor Deborah Kennedy, "It was designed to meet the needs of students interested in a variety of healthcare professions." Deborah Larsen, director of SAMP and associate dean of the College of Medicine, adds, "In recent years, health care has been among the most popular majors."

This new program offers students a choice of three specialty areas: health management, health and wellness and geriatrics and gerontology. With this background, graduates are prepared for healthcare or health-related careers, or for continuing their education in a graduate or professional program.

One of those students is senior **Katie Johnson**. Katie is pursuing a Health Sciences major with a specialty in gerontology, and hopes to become a geriatric nurse practitioner. "One of the major strengths of this program is the small class size. I have been able to really get to know my professors and fellow classmates, and have built many friendships with both. The professors are very approachable and are always willing to help their students."

Katie feels well prepared to deliver personalized health care in the future. "Many of the classes in the School of Allied Medicine incorporate the importance of empathy and really understanding your patients. I believe the personal relationship we have with our professors can only lead to great healthcare workers."

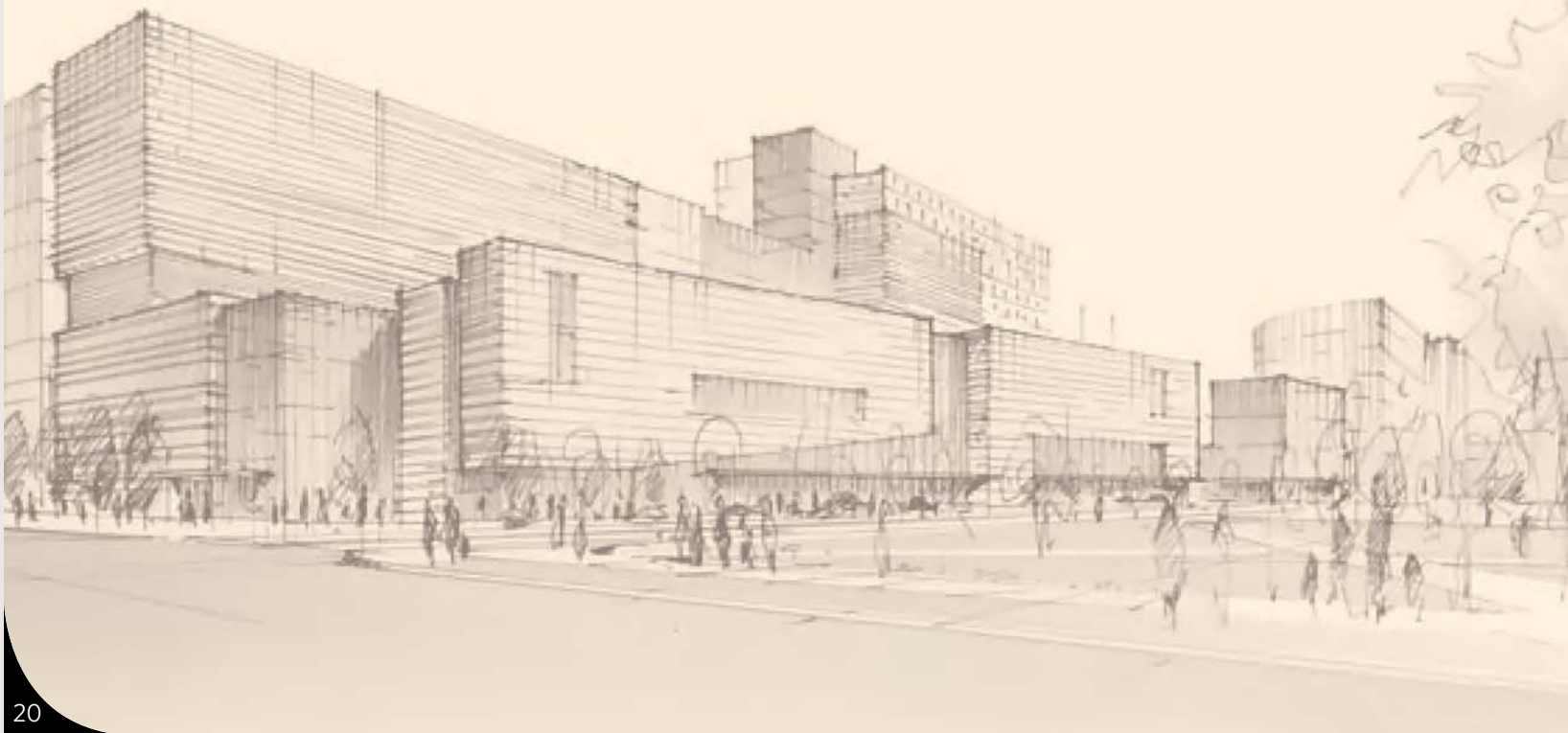


**Katie Johnson**

# Master Space Plan

“We have examined every lab, classroom and treatment area, along with how people access these areas and interact within them. And we have used that information to put into action what is undoubtedly the largest program for growth in Ohio State’s history.”

– Fred Sanfilippo, MD, PhD



In September 2005, Ohio State University Medical Center unveiled its much-anticipated Master Space Plan. The plan, which was approved by the Board of Trustees that November, is more than a makeover or a growth timeline. It's an ambitious, 15-year, billion-dollar construction and renovation plan that will re-orient the main Medical Center campus toward the west and create mission-specific "zones" in what can be categorized as a new, health-focused mini-city.

The plan, which was in development for two years, began with Project Cancer, an initiative focused on solving a critical need to expand cancer patient-care facilities and research space. The plan was developed by representatives from the University's architect's office and clinical, research and academic areas. The planning team inventoried and evaluated existing structures to determine their current and projected usefulness. Traffic flow, parking, aesthetic appearance and functionality were all taken into consideration.

The new Master Space Plan includes interconnected patient towers, a network of concourses and green spaces,

site-specific parking facilities, revamped roadways and patient care corridors surrounded by medical research facilities and academic complexes. It also addresses an increasing demand for medical services in Ohio State's three mission areas—research, education and patient care. Among the first projects slated for development are two additional floors on Ohio State's Richard M. Ross Heart Hospital, a digestive health center in Doan Hall and the construction of a 10-story cancer hospital tower.

According to Fred Sanfilippo, MD, PhD, senior vice president, executive dean for Health Sciences and CEO of the Ohio State University Medical Center, "The Master Space Plan helps ensure the vitality of the Medical Center for years to come and our continued ability to be a major contributor in the field of medicine around the world. Most importantly, the plan allows us to meet the ever-increasing demand for services, including those of the cancer program, which has a critical need for expansion."

## The Impact of the Master Space Plan

### On Research . . .

"In order to propel biomedical research and the practice of medicine forward, to attract the best scientists and students to Ohio State, and to increase funding for our scientific endeavors, we must invest in world-class research facilities that maximize the efforts of our scientific expertise."

**Caroline Whitacre, PhD**

*Associate Vice President and Vice Dean for Research*

### On Education . . .

"The quality of our students and of the educational experience provided these students has risen steadily during the past decade. The Medical Center's master space plan ensures that educational experiences for students, residents and healthcare providers remain a top priority and that Ohio State will continue to attract the highest quality students, faculty and staff, further enriching the educational experience."

**Paul Weber, MD**

*Associate Vice President and Vice Dean for Education*

### On Clinical Care . . .

"We are in the enviable position that the demand for our medical services continues to grow. Patients, like physicians and healthcare providers, choose us because they realize that the best medical care results from the combination of many factors. A top-notch medical staff and the facilities and technology to provide the best care are among the most important of these."

**E. Christopher Ellison, MD**

*Associate Vice President and Vice Dean for Clinical Affairs*

# The Power to Change Lives

Improving medicine and changing lives are expensive tasks. Many of our accomplishments would not have happened without the generous support of our friends and community leaders.

“The Power to Change Lives” campaign is the first fund-raising effort focused solely on furthering the mission of Ohio State University Medical Center. With an overall goal of \$500 million, it will have a positive impact on millions of lives.



The campaign, which kicked off last November, provides opportunities for giving in a variety of ways that will be meaningful for our donors and life-changing for our patients, faculty, students and staff. In addition to raising much-needed funds, the campaign will raise awareness of Ohio State, which has consistently been ranked as one of the "Best Hospitals in America" and "Top Medical Schools" by *U.S. News & World Report* magazine.

"The success of 'The Power to Change Lives' campaign will help us take our three-part mission to a higher level," says Fred Sanfilippo, MD, PhD, senior vice president and executive dean for health sciences and CEO of the Ohio State University Medical Center. "Through the research arm of our mission we are charged with creating new knowledge; through education we disseminate knowledge; and through excellent patient care we apply knowledge," Dr. Sanfilippo adds. "Academic medical centers nationwide are under

financial strain as funding sources of education, research and clinical missions are each being reduced or cut. Funds raised through this campaign will help us continue to improve care for our patients, enhance teaching for our students, and upgrade facilities for our scientists."

The campaign got off to a strong start when Daniel M. Slane, former chair of The Ohio State University Board of Trustees and a two-time graduate of Ohio State, pledged \$10 million to support the Medical Center, the Moritz College of Law and the University Libraries.

"I have seen firsthand the amazing research developments occurring at Ohio State that will dramatically impact the lives of thousands of people. I am also eternally grateful to Dr. Manuel Tzagournis, the former head of the Medical Center, for saving my life in 1999," said Slane.

"It is my hope that in taking a leading role as a donor, I am helping the campaign get off to a good start while encouraging others to offer philanthropic support as well. Giving to the Medical Center affords me the opportunity to do something that produces far-reaching benefits for patients, their friends and family, staff and researchers literally all over the world."

- Daniel Slane  
Past chair, OSU Board of Trustees

# Points of Pride

By every measure, Fiscal Year 2006 was one of the best years in the history of Ohio State University Medical Center. Each of our three mission areas achieved tremendous advances in national recognition and other measures of program quality.



## Research

The American Association for the Advancement of Science (AAAS) elected 20 Ohio State faculty members as Fellows in 2005, 11 of them in Ohio State Health Sciences colleges and research institutes. This is the third consecutive year Ohio State has led the nation in the number of AAAS Fellows.

The Ohio State University Comprehensive Cancer Center received a \$19.2 million grant from the National Cancer Institute (NCI) after earning an "outstanding" score during a rigorous review to renew the cancer center's coveted "comprehensive" designation.

Ohio State University Medical Center external research funding continued to grow in fiscal year 2006, with total awards reaching approximately \$175 million for the year ending June 30. National Institutes of Health grants in support of Ohio State biomedical research also exceeded expectations for the ninth consecutive year, topping \$100 million.

Clara D. Bloomfield, MD, cancer scholar and senior adviser in the OSUCCC, received the 2006 Distinguished Service Award for Scientific Achievement from the American Society of Clinical Oncology for her 30-plus years of work in leukemia and lymphoma research. In addition, the Ohio State University Board of Trustees conferred on Dr. Bloomfield the title of Distinguished University Professor.

MicroRNA research under principle investigator Carlo Croce, MD, professor and chair of Molecular Virology, Immunology and Medical Genetics, was one of 10 University programs to receive funding through The Ohio State University and Ohio Board of Regents 10-year Targeted Investment in Excellence initiative.

Columbus Children's Hospital, Cincinnati Children's Hospital Medical Center and The Ohio State University Comprehensive Cancer Center signed a collaborative agreement in December 2005 to broaden the study of childhood cancer and accelerate the transfer of key research findings to the clinical setting.

Ohio State's Davis Heart and Lung Research Institute (DHLRI) celebrated its fifth anniversary. In the past three years, 28 new faculty members and more than 100 scientists have been recruited to the DHLRI. DHLRI members now hold \$64.5 million in total grant funding.

The reach of Ohio State University biomedical research innovations and outpatient healthcare services expanded to Dublin under a new agreement committing nearly 100 acres to development of a world-class health sciences campus.

Ohio's Third Frontier program awarded \$7.9 million to Ohio State's Biomedical, Structural, Functional and Molecular Imaging Enterprise led by Michael Knopp, MD, PhD, to assist in the development of non-invasive hybrid imaging used to treat disease.

## Education

Ohio State's Integrated Biomedical Science Graduate Program was awarded a \$1 million grant from the National Institutes of Health to provide scholarships to graduate and MD/PhD students during the first two years of study.

Ohio State's College of Medicine moved up to 32nd in the 2006-2007 *U.S. News & World Report* rankings of the nation's top medical schools. Up five positions from last year, Ohio State made the largest one-year and five-year gain in the rankings of any U.S. school.

The Center for Continuing Medical Education (CCME) at Ohio State's Medical Center received an Accreditation with Commendation and a six-year program approval. The CCME received Exemplary Compliance scores in three standards.

Christopher Alvarez-Breckenridge, a student in the College of Medicine's Medical Scientist Program, was appointed to the Ohio State University Board of Trustees as a Student Trustee for a three-year term ending May 13, 2008.

[continues on page 26 . . .](#)

## Points of Pride continued . . .

Ohio State's residency program in Internal Medicine was one of nine university training programs (and one of 17 total programs) in the nation to be selected to participate in the Educational Innovation Project of the American Council on Graduate Medical Education.

## Patient Care

The stroke rehabilitation program at Ohio State University Medical Center received a three-year accreditation, making it one of only nine in the nation with the honor. In addition, the rehabilitation program was the first accredited program in Ohio.

The most recent list of "Best Doctors in America" includes 173 faculty members at Ohio State University Medical Center. The list, which includes physicians in primary care fields and specialty areas such as cardiology, surgery and pediatrics, is considered to be one of the most recognized and credible tools available to consumers for selecting a physician.

The Commission on the Accreditation of Rehabilitation Facilities (CARF) awarded the Medical Center's Dodd Hall Rehabilitation Services a three-year accreditation for nine programs. It was the first time that Dodd's stroke rehabilitation program was awarded CARF accreditation, making it one of only nine programs in the country to hold this award.

University Hospital's Emergency Department was recognized by the University HealthSystem Consortium (UHC) as a better performer in managing patient flow in the ED and Operating Room, UHC's highest recognition.

Ohio State University Medical Center was named one of the country's Most Wired hospitals for the seventh consecutive year. This prestigious designation by *Hospitals & Health Networks*, the journal of the American Hospital Association, recognizes leaders in the use of advanced information technology to ensure quality patient care and safety.

Ohio State's Medical Center led the region with three hospitals recognized for a combined nine specialties on the 2006 *U.S. News & World Report* list of "America's Best Hospitals." The Medical Center was among only a handful of medical centers in the country whose hospitals were ranked in multiple specialties. It was the 14th consecutive year Medical Center hospitals were named to the list.

# Mission, Vision, Values

## Mission:

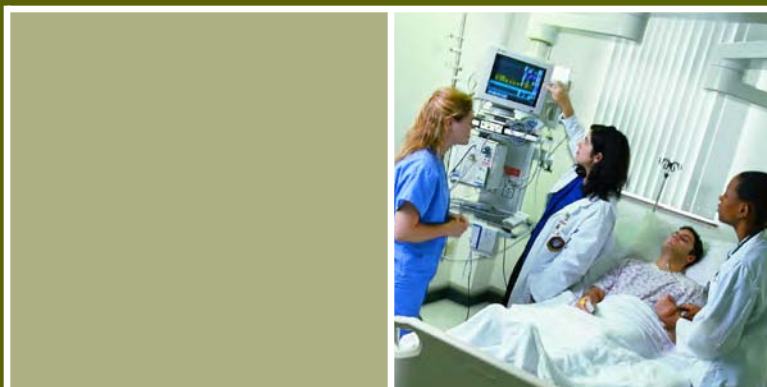
To improve people's lives through innovation in research, education and patient care.

## Vision:

Working as a team, we will shape the future of medicine by creating, disseminating and applying new knowledge, and by personalizing health care to meet the needs of each individual.

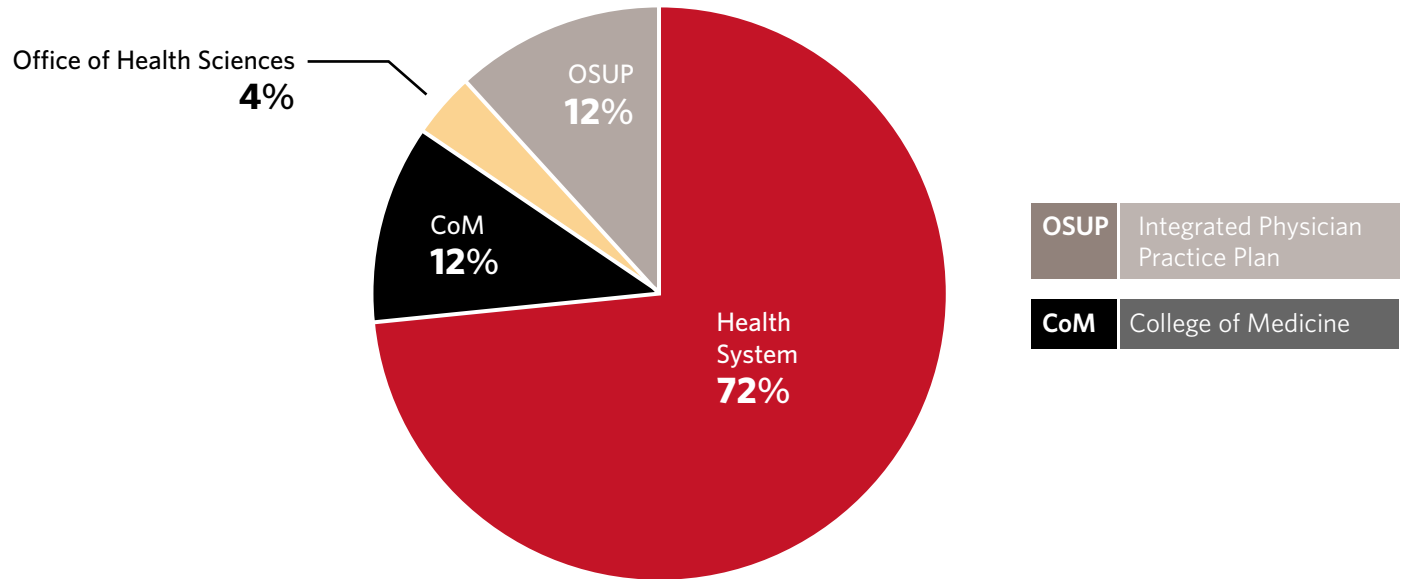
## Values:

Integrity, Teamwork, Innovation, Excellence and Leadership

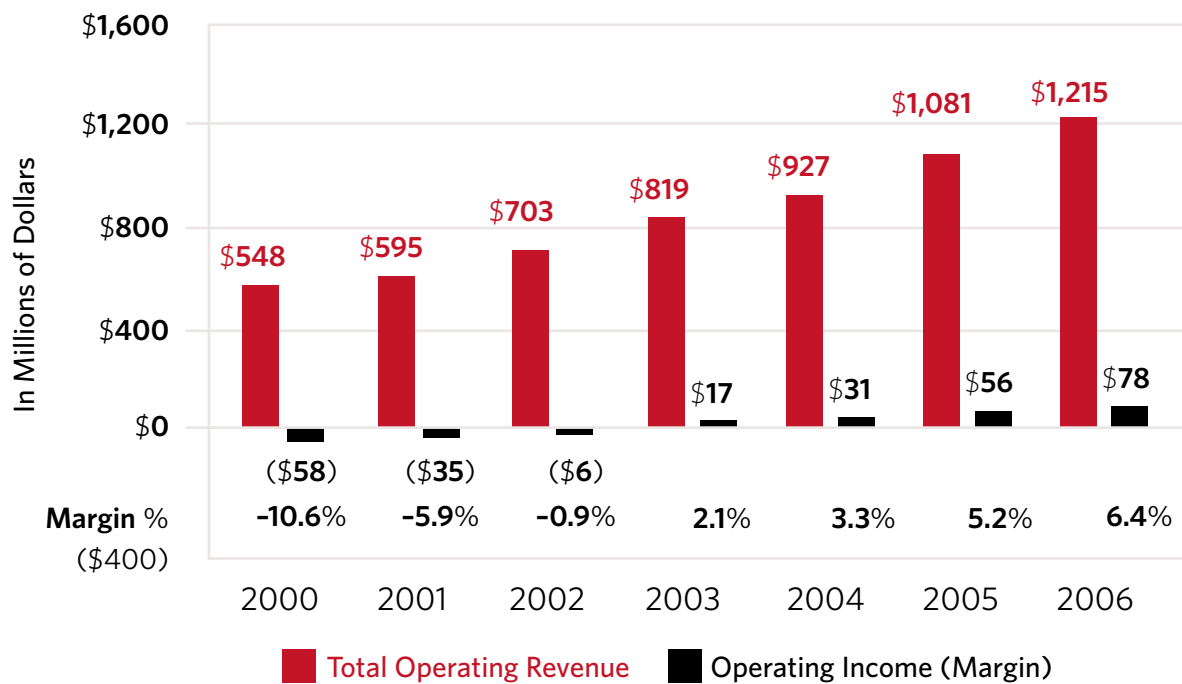


# OSU Medical Center at a Glance

## Ohio State's Medical Center Budget FY 06

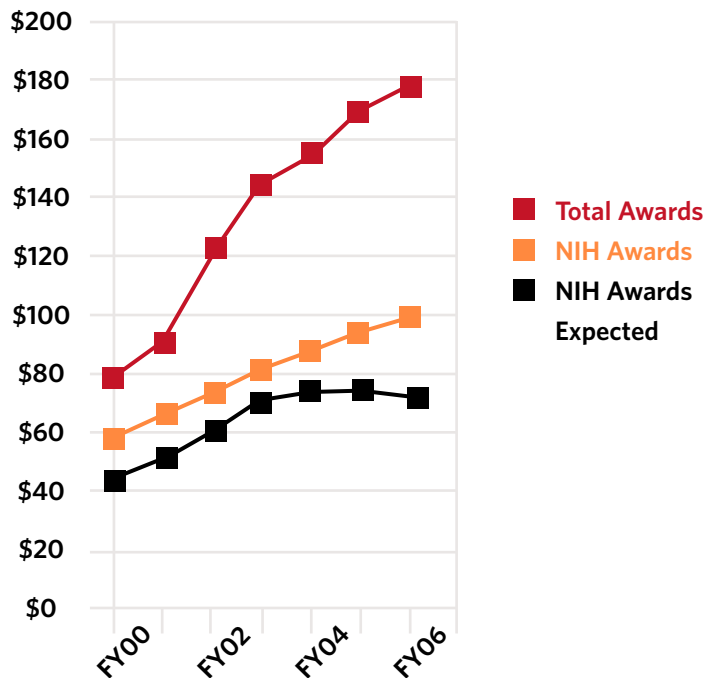


## Ohio State's Health System Operating Revenue and Income FY 2000 - FY 2006



Source: OSUMC Financial Services

### Ohio State's Medical Center Research Awards (\$MM)

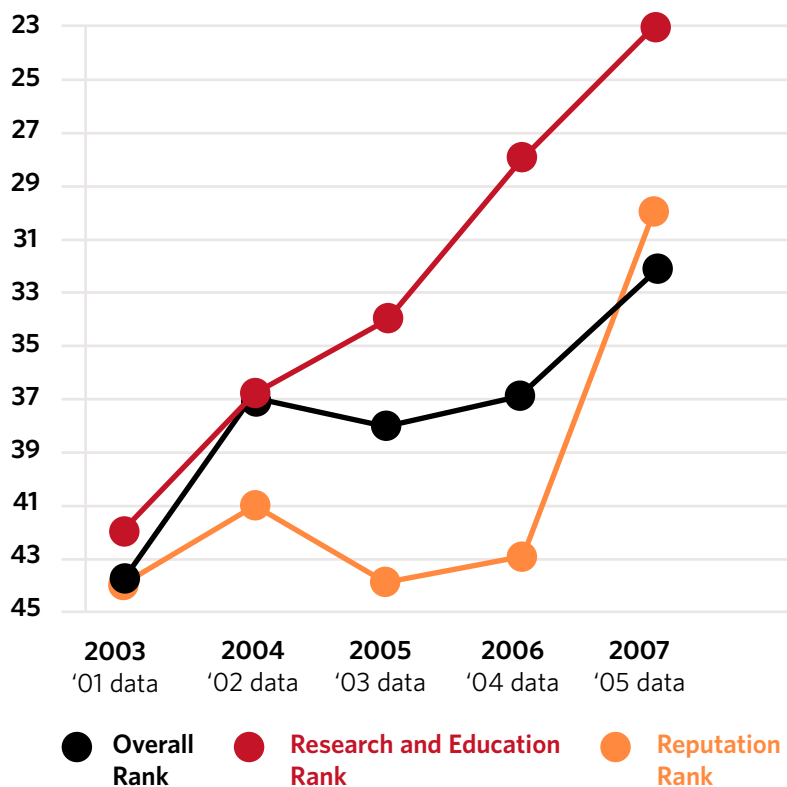


### FY 06 Health System Statistics\*

54,785	Patient Admissions
4,229	Births
883,845	Outpatient Visits
99,512	Emergency Department Visits
15,788	Inpatient Surgeries
14,424	Outpatient Surgeries

\* Final Unaudited

### Ohio State's College of Medicine U.S. News & World Report Rankings



# Leadership Listing

## Senior Leadership

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**Fred Sanfilippo, MD, PhD**

Senior VP & Executive Dean for Health Sciences  
Chief Executive Officer, OSUMC

**Wiley "Chip" Souba, MD, ScD**

Dean, College of Medicine

**Peter Geier**

Senior Associate VP for Health Sciences  
Chief Operating Officer, OSUMC  
VP for Health Services  
Chief Executive Officer, Ohio State's Health System

**Douglas Rund, MD**

President, OSU Physicians, Inc.

**John B. Stone**

Senior Associate VP for Health Sciences  
Chief Financial Officer, OSUMC  
Chief Administrative Officer, OSUMC

**Gail Marsh**

Senior Associate VP for Health Sciences  
Chief Strategy Officer, OSUMC

**Daniel Sedmak, MD**

Senior Associate VP for Health Sciences  
Executive Vice Dean, College of Medicine

**E. Christopher Ellison, MD**

Associate VP for Health Sciences Clinical Affairs  
Vice Dean for Clinical Affairs, College of Medicine  
Chair, OSU Physicians, Inc.

**Paul Weber, MD**

Associate VP for Health Sciences Education  
Vice Dean for Education, College of Medicine

**Caroline Whitacre, PhD**

Associate VP for Health Sciences Research  
Vice Dean for Research, College of Medicine  
Director, School of Biomedical Science

**Deborah Larsen, PhD**

Director, School of Allied Medical Professions

## Executive Leadership

### Larry Anstine

Executive Director,  
Ross Heart Hospital and University Hospital

### Robert Bornstein, PhD

Senior Associate Dean for Academic Affairs  
Associate VP for Health Sciences

### Michael A. Caligiuri, MD

Director, Comprehensive Cancer Center  
Deputy Director, James Cancer Hospital and  
Solove Research Institute

### Jerry Friedman

Advisor for Health Policy  
Director of Government Relations

### Michael Grever, MD

Chair, Internal Medicine

### Kathryn Haller

Associate General Counsel for Health Sciences

### Brad Harris

Chief Administrative Officer, College of Medicine  
Associate VP for Health Sciences

### Mitchell Henry, MD

President, Faculty Council 2005-2006

### Kent Hess

Interim Executive Director, University Hospital East

### Sue Jablonski

Chief Communications Officer, OSUMC  
Associate VP for Health Sciences

### Eric Kunz

Associate VP for Health Sciences,  
Facilities & Material Management

### Hagop S. Mekhjian, MD

Chief Medical Officer, Ohio State's Health System  
Associate VP for Health Services  
Executive Director, Specialty Care Network

### Mary Nash, PhD, RN

Chief Nursing Executive, Ohio State's Health System

### Les Ridout

Chief Human Resources Officer, OSUMC  
Associate VP for Health Sciences

### Radu Saveanu, MD

Executive Director, Ohio State's Harding Hospital

### David E. Schuller, MD

Senior Executive Director,  
James Cancer Hospital and Solove Research Institute  
Deputy Director, Comprehensive Cancer Center  
Medical Director, Medical Center Campaign

### Kamilla Sigafos

Chief Operating Officer, Ohio State's Health System  
Associate VP for Health Sciences  
Interim Chief Executive Officer, OSU Physicians, Inc.

### Herb Smaltz, PhD, MBA

Chief Information Officer, OSUMC  
Associate VP for Health Sciences

### Dennis Smith

Executive Director,  
James Cancer Hospital and Solove Research Institute

### Keith Todd

Associate VP, Medical Center Development and  
Alumni Affairs

### Mary Jo Welker, MD

Executive Director, Primary Care Network

## Chairs and Directors

**Sanford Barsky, MD**

Chair, Pathology

**Michael Brady, MD**

Interim Chair, Pediatrics

**Michael Caligiuri, MD**

Director,  
Comprehensive Cancer Center

**E. Antonio Chiocca, MD, PhD**

Chair, Neurological Surgery

**Daniel Clinchot, MD**

Program Director, AHEC/Special  
Initiatives and Programs

**Larry Copeland, MD**

Chair, Obstetrics & Gynecology

**Carlo Croce, MD**

Chair, Molecular Virology,  
Immunology & Medical Genetics

**E. Christopher Ellison, MD**

Chair, Surgery

**Ronald Glaser, PhD**

Director, Behavioral Medicine  
Research Institute

**Michael Grever, MD**

Chair, Internal Medicine

**Christopher Kaeding, MD**

Interim Chair, Orthopaedics

**Bonnie Kantor, ScD**

Director, Office of  
Geriatrics & Gerontology

**James King, PhD**

Interim Chair, Neurosciences

**Michael Knopp, MD, PhD**

Chair, Radiology

**Susan Kroll**

Director,  
Prior Health Sciences Library

**Deborah Larsen, PhD**

Director, School of Allied Medical  
Professions

**Stanley Lemeshow, PhD**

Director, Center for Biostatistics

**Thomas Mauger, MD**

Chair, Ophthalmology

**Nina Mayr, MD**

Chair, Radiation Medicine

**Michael Ostrowski, PhD**

Chair, Molecular & Cellular  
Biochemistry

**William Pease, MD**

Chair, Physical Medicine &  
Rehabilitation

**Muthu Periasamy, PhD**

Chair, Physiology & Cell Biology

**Michael Racke, MD**

Chair, Neurology

**Steven Reiss, PhD**

Director, Nisonger Center

**Douglas Rund, MD**

Chair, Emergency Medicine

**Wolfgang Sadee, Dr.rer.nat**

Chair, Pharmacology

**Joel Saltz, MD, PhD**

Chair, Biomedical Informatics

**Radu Saveanu, MD**

Chair, Psychiatry

**Daniel Sedmak, MD**

Interim Chair, Anesthesiology

**Mary Jo Welker, MD**

Chair, Family Medicine

**Bradley Welling, MD**

Chair, Otolaryngology

**Caroline Whitacre, PhD**

Director,  
School of Biomedical Science

**Anthony Young, PhD**

Director, Center for Molecular  
Neurobiology

**Jay Zweier, MD**

Director, Davis Heart & Lung  
Research Institute



At Ohio State University Medical Center we are focusing on personalized health care to provide better outcomes in all of our mission areas: patient care, research and education. From the laboratory to the bedside, the clinic to the classroom and beyond, this focus on personalized health care unites all of us around a cause that is improving the lives of those we serve, both today and in the years to come.

To reflect our coming together as one organization focused on the same strategic goals we have introduced a new visual identity. Just as our vision statement is focused on teamwork, the new Ohio State University Medical Center logo reinforces that we work as one organization. Our new logo better reflects who we are now and where we will go in the future.

The Ohio State logo remains the foundation of our new mark, reflecting our pride in being part of this great university. The uniquely colorful, DNA-inspired form communicates our commitment to personalized health care in an energetic way. The addition of this vibrant element humanizes our identity - after all, we are in the business of improving people's lives.

## Ohio State University Medical Center

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